Police and Fire and Rescue Committee

A Meeting of the **Police and Fire and Rescue Committee** of North Ayrshire Council will be held in the **Council Chambers**, **Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 21 May 2019** at **14:00** to consider the undernoted business.

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

2   **Minutes**
The accuracy of the Minutes of the meeting held on 22 January 2019 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

3   **Welcome and Introductions**

4   **Presentation**
Receive presentation by Scottish Fire and Rescue Service on the 3-Year Strategic Plan.

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

6   **Performance Reports**

6.1   **Scottish Fire and Rescue Service**
Submit report by the Scottish Fire and Rescue Service on performance in relation to North Ayrshire (copy enclosed).

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

7   **Police Scotland Survey/Consultation Shaping our direction and delivery 2019- 2022 survey**
Submit report by the Senior Manager, Legal Services on the response submitted in response to the survey/consultation. (copy enclosed).

8   **Scottish Police Authority Annual Review of Policing Consultation**
Submit report by the Senior Manager, Legal Services on the annual review and response to the consultation (copy enclosed).

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

Police and Fire and Rescue Committee Sederunt

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

North Ayrshire Council, Cunninghame House, Irvine KA12 8EE

Police and Fire and Rescue Committee
22 January 2019

IRVINE, 22 January 2019 - At a Meeting of the Police and Fire and Rescue Committee of North Ayrshire Council at 2.00 p.m.

Present
Donald L. Reid, Ellen McMaster, Davina McTiernan, Jimmy Miller and Angela Stephen.

In Attendance
D. McDowall, Solicitor (Litigation) and D. McCaw, Committee Services Officer (Chief Executive's Service).

Also In Attendance
Chief Superintendent P. Main and Chief Inspector B. Shaw (Police Scotland); and Area Manager J. Scott, Group Manager K. Hankinson and Station Manager S. Corrigan (Scottish Fire and Rescue Service).

Chair
Councillor Donald L. Reid in the Chair.

Apologies
Todd Ferguson and John Glover.

1.   Chair's Remarks

The Chair advised on the forthcoming retirement of Chief Superintendent Paul Main. He referred to Chief Superintendent Main's long and varied career and took the opportunity to thank him for his contribution to the work of the Committee, wishing him well in his retirement and with new opportunities.

The Chair also welcomed David McDowall and Station Manager Corrigan to their first meeting of the Committee.

2.   Declarations of Interest

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

3.   Minutes

The accuracy of the Minutes of the Ordinary Meeting of the Committee held on 20 November 2018 was confirmed and signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973, subject to the amendment of "Also In Attendance" to replace Inspector J. Convery with Inspector C. Convery.

4.   Chair and Vice Chair Verbal Updates

The Chair provided a verbal report on his attendance at the Police Scotland Youth Volunteer event in December 2018. The event included marches and a slide show of activities carried out over a 12 week period. The volunteers are now able to provide support at community events across North Ayrshire.

The Chair intimated the thanks of the Committee to PC Bysouth who organised the event and worked with the volunteers.

Noted.

4.1   Performance Report: Scottish Fire and Rescue Service

Submitted report by the Scottish Fire and Rescue Service (SFRS) which provided an update on progress in Quarter 3 against the North Ayrshire Local Fire and Rescue Plan and gave other key Fire and Rescue updates.   A copy of the North Ayrshire Performance report from 1 April 2018 to 31 December 2018 was set out in Appendix 1 to the report.

The report identified a 1% increase in activity levels across North Ayrshire compared with the corresponding period in 2017, and a 4% increase in terms of the preceding three year average. False alarms accounted for 50% of all activity within North Ayrshire, with fire related activity and special service activity accounting for 37% and 13%, respectively. Review of performance against the six agreed performance indicators noted that 3 indicators were above the 3 year average due to a rise in activity, one had seen a reduction in the respective three year average of more than 5% and a further 2 indicators had reduced by less than 5%.

On 13 December 2018, the SFRS published the independent analysis of the 'Your Service Your Voice' consultation which received 1563 responses from the public, stakeholders and SFRS employees and was attached at Appendix 2 to the report.

The report also detailed the announcement that Deputy Chief Officer (DCO) Martin Blunden had been selected to take over from Chief Officer Hay, taking up formal duties on 15 February and becoming the accountable officer. Officer Hay would retire at this point.

Members asked questions, and received clarification, on the following:-

- deliberate fire setting in the Stevenston area and a way forward in partnership with Police Scotland;
- engagement by Chemring Energetics Ltd with SFRS on the possibility of a fire reach course;
- the issue of youth disorder in this area of Stevenston;
- the regular educational visits to schools which SFRS undertake to highlight dangers, the intention being also to build this into the Easter thematic action plan;
- partnership links to education in schools through the campus cops and the locality policing teams;

- the success of previous social media campaigns run by young people in other Local Authority areas and the possibility of taking this approach in North Ayrshire in future;
- the rise in 'special services' activity due to the increasing support provided by SFRS with regard to health and wellbeing; and
- comments within the 'Your Service Your Voice' consultation response in relation to the proposed changes to the workload of the fire service, and the consultation's low response rate.

Noted.

4.2   Performance Report: Police Scotland

Submitted report by Police Scotland on performance in relation to the North Ayrshire Local Police Plan for the period from 1 April 2017 to 31 December 2018.

The report provided details of North Ayrshire's performance, including a reduction in terms of total crime, a rise in the demand on services this year due to the 1.8% increase in incidents and approximately 5% increase in priority 1 and 2 calls. Contextual information was provided in respect of domestic abuse incidents, reporting of hate crime, an increase in violence, disorder and antisocial behaviour, serious organised crime, terrorism and domestic extremism, protecting people at risk from harm (including the increase in reporting of sexual crimes which is in line with other areas of Ayrshire and elsewhere in Scotland), road safety and road crime, public confidence and house breakings.

The report also provided information on the National Festive Drink/Drug Campaign 2018 from 1 December 2018-2 January 2019. Results and detections over the festive period indicate that many across North Ayrshire continue to drive while over the prescribed limit.

Chief Superintendent Main and Chief Inspector Shaw also reported verbally on:-

- the slight increase in domestic incidents with numbers moving closer to the Scottish Average;
- an increase in hate crime reporting attributable to engagement with minority groups;
- that the statistics for hate crime within the report were from April-November and not to September;
- challenges in relation to the increase in robberies;
- the slight decrease in drug supply detections and issues in relation to cocaine use in licensed premises; and
- data in respect of Police complaints and user satisfaction.

Chief Superintendent Main further advised that Joe McKerrans would attend the next meeting of the Committee to provide information around Police complaints with Chief Inspector Shaw.

Members asked questions, and received clarification, on the following:-

- staffing pressures around the increase in sexual offending reporting (including historic cases);
- age profiles in relation to inappropriate behaviour and grooming;
- concern around the increase in instances of driving while using mobile phones and failure to wear a seatbelt;
- the fact that the majority of complaints against the Police are concluded via dialogue and explanation;
- the lack of available figures to date in relation to the increases to alcohol unit pricing and any impact this may have had in terms of reducing violence; and
- whether purer cocaine creates a quicker addiction in users.

Noted.

The meeting ended at 3.30 p.m.

	Scottish Fire and Rescue Service	Agenda Item 6.1

Police & Fire and Rescue Committee – 14th May 2019

Subject	Scottish Fire and Rescue Service 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 3rd October 2016, the Scottish Fire and Rescue Service (SFRS) laid before the Scottish Parliament its new Strategic Plan for the period 2016 – 2019. As a result of this publication, the Service was legally obliged to review its existing local fire and rescue plans for the 32 local authorities across Scotland. On the completion of this review a new local fire and rescue plan for North Ayrshire was developed and following a public consultation was presented to the Police & Fire and Rescue Committee for approval on the 5th September 2017.

2. Performance Summary

2.1 Review of operational responses within North Ayrshire for the period 1st April 2018 to 31st March 2019 identified an 8% increase in activity levels across the local authority area from the corresponding activity period 1st April 2017 to 31st March 2018. Review of the preceding three years average in respect of current activity levels within North Ayrshire indicated a 6% increase in overall operational activity over the twelve month period. In reviewing operational activity on a broad level, false alarms accounted for 52% of all activity within North Ayrshire, with fire related and special service activity accounting for 34% and 14% respectively.

2.2 For the period 1st April 2018 – 31st March 2019, progress is being monitored across six indicators, utilising the three year rolling average as basis of measuring performance. Year on year and the rolling five year average figures are also being used to review short and long terms changes in demand and trends.

2.3 Utilising the defined approach in Section 2.2, review of performance against these six indicators identified three indicators are above the three year average due to a rise in activity. One indicator has seen a reduction in its respective three year average of more than 5%, one indicator has reduced by less than 5% over the three year rolling average and one indicator has remained unchanged in the three year rolling average. Further analysis of this performance is provided in the associated performance report.

3.   Scottish Fire and Rescue Service Updates

3.1   Chief Officer Martin Blunden has formally taken up his role within the Scottish Fire and Rescue Service following the retirement of Chief Officer Alisdair Hay. As a result of Deputy Chief Officer Iain Bushell's resignation and the forthcoming retirement of Assistant Chief Officer Lewis Ramsay, Principal Manager selection processes have taken place which resulted in Assistant Chief Officer David McGown being appointed to the Deputy Chief Officer role and Deputy Assistant Chief Officers Ross Haggart and John Dickie being appointed as Assistant Chief Officers.

3.2   As a result of the aforementioned appointments, a number of Strategic Manager moves have taken place and as such, Deputy Assistant Chief Officer John Miller has taken up the role as Head of Service Delivery (West).

3.3   On the 9th May 2019, the Scottish Fire and Rescue Service lauched its public consulation on its draft Strategic Plan for the period 2019 – 2022. The consulation is scheduled to last for 10 weeks, a copy of which is enclosed for Committee's consideration and comment.

4.   Proposal

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

   i.   Note the content of the performance summary and associated report for the period 1st April 2018 to 31st March 2019.

   ii. Note the Scottish Fire and Rescue Service updates.

5.   Implications

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

6.   Conclusion

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

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

For further information please contact Area Manager Jim Scott 01294 607000

North Ayrshire Performance Report
1st April 2018 - 31st March 2019

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**

NORTH AYRSHIRE
COUNCIL

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-ordinated partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

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

	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Ardrossan & Arran	9	1	12	52	4	82
Dalry & West Kilbride	22	1	13	42	2	37
Irvine East	16	1	11	23	1	12
Irvine South	16	4	12	81	10	140
Irvine West	18	6	13	95	5	85
Kilbirnie & Beith	6	0	10	37	1	44
Kilwinning	21	2	17	106	6	54
North Coast & Cumbraes	15	1	31	26	3	72
Saltcoats	19	4	10	51	12	73
Stevenston	18	6	18	116	2	56
Total Incidents	**160**	**26**	**147**	**629**	**46**	**655**
Year on Year Change	◆ 9%	◆ 117%	◆ 19%	◆ 6%	◆ 18%	◆ 9%
3 Year Average Change	▲ 0%	● -8%	◆ 7%	◆ 4%	▲ -3%	◆ 11%
5 Year Average Change	◆ 3%	◆ 6%	◆ 14%	◆ 3%	◆ 6%	◆ 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.
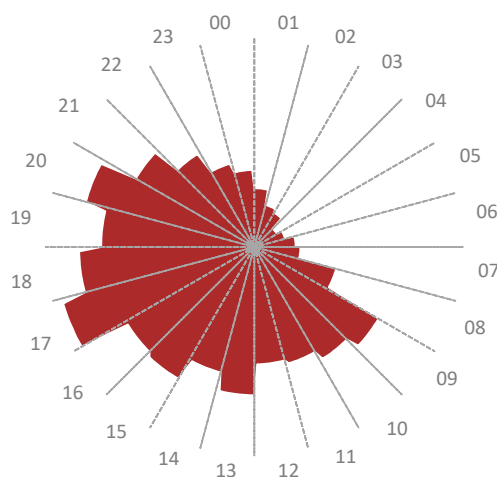
● Activity levels have reduced by more than 5%

▲ Activity levels have reduced by up to 5%

◆ Activity levels have increased overall
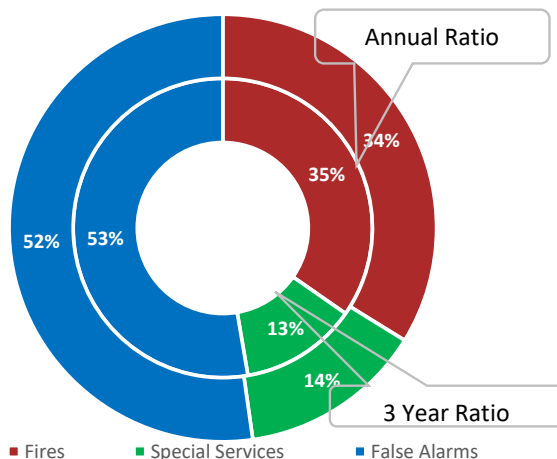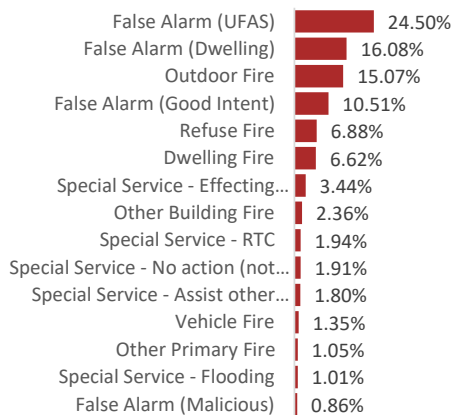
North Ayrshire Delivery Activity Summary

904 fires primary & secondary	⬆ 5%	**373** special services	⬆ 22%	**1,397** false alarms	⬆ 6%
2.674 total number of incidents	⬆ 8%	**26** fire casualties	⬆ 117%	**147** non-fire casualties	⬆ 19%
1671 Home Fire Safety Visits Carried Out		**224** Fire Safety Audits Carried Out		RDS **87.70%**	
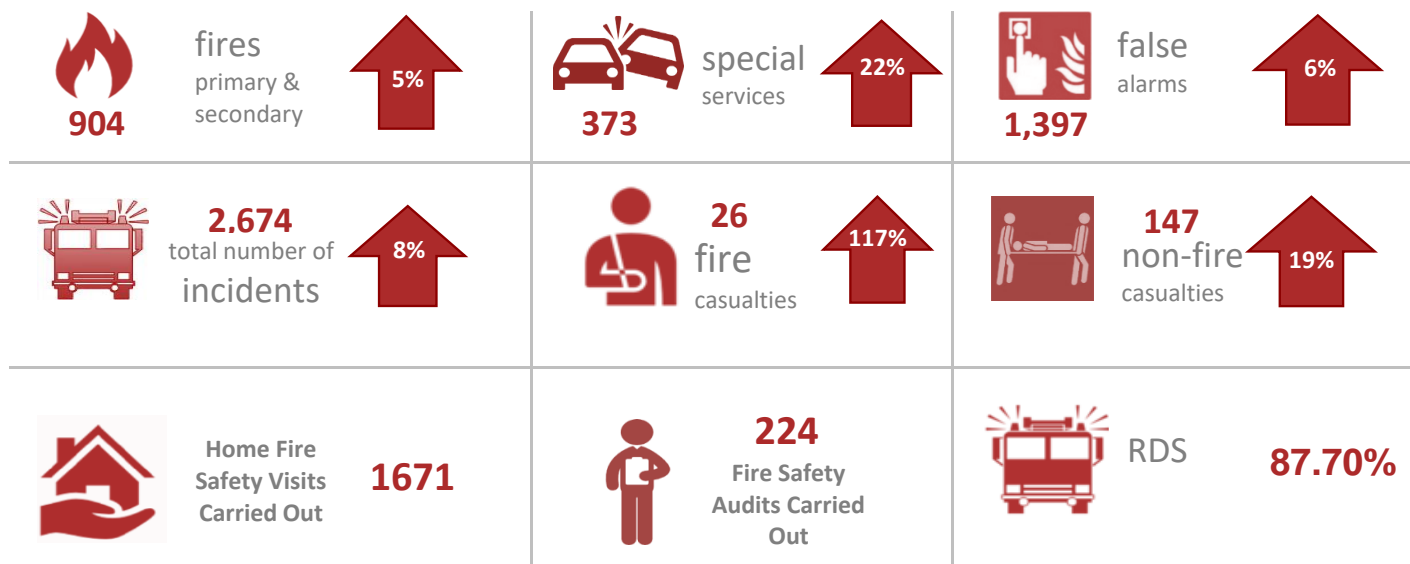
Activity by Time of Day

Hour (am)	Total	Hour (pm)	Total
Midnight	80	Mid-day	122
1am	61	1pm	154
2am	45	2pm	135
3am	41	3pm	158
4am	27	4pm	154
5am	33	5pm	207
6am	43	6pm	182
7am	48	7pm	159
8am	88	8pm	181
9am	149	9pm	142
10am	136	10pm	113
11am	126	11pm	90

Incidents by Classification

Annual Ratio: 34%, 13%, 53%

3 Year Ratio: 35%, 14%, 52%

- Fires
- Special Services
- False Alarms

Top 15 Incident Types by % of Total Incidents

Incident Type	%
False Alarm (UFAS)	24.50%
False Alarm (Dwelling)	16.08%
Outdoor Fire	15.07%
False Alarm (Good Intent)	10.51%
Refuse Fire	6.88%
Dwelling Fire	6.62%
Special Service - Effecting...	3.44%
Other Building Fire	2.36%
Special Service - RTC	1.94%
Special Service - No action (not...	1.91%
Special Service - Assist other...	1.80%
Vehicle Fire	1.35%
Other Primary Fire	1.05%
Special Service - Flooding	1.01%
False Alarm (Malicious)	0.86%

Domestic Safety - Accidental Dwelling Fires

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	9%	0%	3%

Accidental Dwelling Fires to Date

Year	Value
2013/14	135
2014/15	154
2015/16	160
2016/17	156
2017/18	147
2018/19	160

Accidental Dwelling Fires by Ward Area

Ward Area	Value
Ardrossan & Arran	9
Dalry & West Kilbride	22
Irvine East	16
Irvine South	16
Irvine West	18
Kilbirnie & Beith	6
Kilwinning	21
North Coast & Cumbraes	15
Saltcoats	19
Stevenston	18
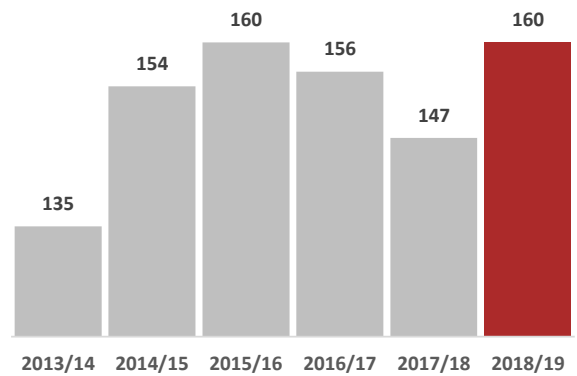
Severity of Accidental Dwelling Fires

No Firefighting Action 47%   **Direct Firefighting** 16%

Extent of Fire Damage

Extent	Value
Not applicable	62%
Item 1st ignited	21%
Room of origin	11%
Floor of origin	2%
Limited to 2 floors	1%
More than 2 floors	1%
Whole building	1%
External Roof Only	1%

Incidents Per 10,000 Population - North Ayrshire

Ward Area	Value
Ardrossan & Arran	7.8
Dalry & West Kilbride	17.3
Irvine East	12.7
Irvine South	14.3
Irvine West	11.9
Kilbirnie & Beith	4.5
Kilwinning	12.1
North Coast & Cumbraes	9.3
Saltcoats	14.4
Stevenston	14.2

Automatic Detection & Actuation

Detection Present 88%   **Detection Actuated** 82%

Calls Made via Linked Alarms 19%

Incidents Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	6.8
North Ayrshire	11.8
South Ayrshire	7.1
Ayrshire	8.7

Human Factors

Distraction 34%

Alcohol/Drug Impairment 16%

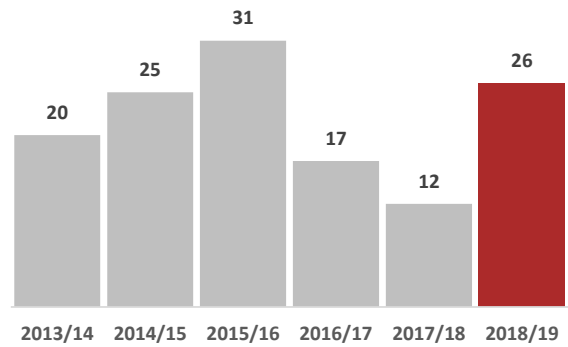# Domestic Safety - Accidental Dwelling Fire Casualties

Performance Summary

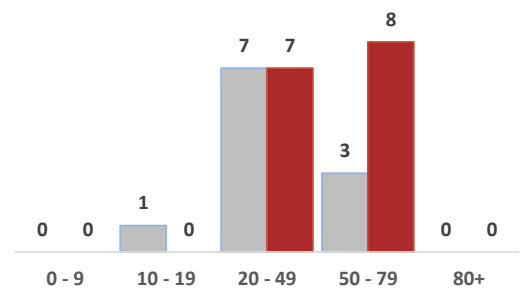| Year on Year	3 Year Average	5 Year Average
◆117%	● -8%	◆ 6%

Fire Casualties by Ward Area

Ward Area	Casualties
Ardrossan & Arran	1
Dalry & West Kilbride	1
Irvine East	1
Irvine South	4
Irvine West	6
Kilbirnie & Beith	0
Kilwinning	2
North Coast & Cumbraes	1
Saltcoats	4
Stevenston	6

Casualties Per 10,000 Population - North Ayrshire

Ward Area	Rate
Ardrossan & Arran	0.07
Dalry & West Kilbride	0.03
Irvine East	0.03
Irvine South	0.11
Irvine West	0.12
Kilbirnie & Beith	0.00
Kilwinning	0.05
North Coast & Cumbraes	0.02
Saltcoats	0.17
Stevenston	0.83

Casualties Per 10,000 Population - Ayrshire

East Ayrshire	North Ayrshire	South Ayrshire	Ayrshire
1.6	1.9	1.2	1.6

Accidental Dwelling Fire Casualties Year to Date

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
20	25	31	17	12	26

Age / Gender Profile

Male 42%   Female 58%

Age	Male	Female
0 - 9	0	0
10 - 19	1	0
20 - 49	7	7
50 - 79	3	8
80+	0	0

Extent of Harm

First Aid at Scene	Hospital Slight Injuries
15	8

Hospital Serious	Fatal Injuries
0	3

Breathing difficulties	Asphyxiation	Burns – slight	Other medical condition
3	20	3	

Unintentional Injury or Harm

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	◆ 19%	◆ 7%	◆ 14%

Non-Fire Casualties by Ward Area
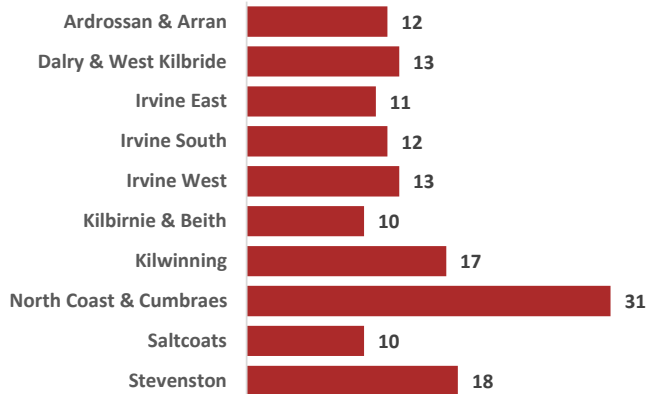
Ward	Value
Ardrossan & Arran	12
Dalry & West Kilbride	13
Irvine East	11
Irvine South	12
Irvine West	13
Kilbirnie & Beith	10
Kilwinning	17
North Coast & Cumbraes	31
Saltcoats	10
Stevenston	18

Casualties Per 10,000 Population - North Ayrshire

Ward	Value
Ardrossan & Arran	10.4
Dalry & West Kilbride	10.2
Irvine East	8.7
Irvine South	10.7
Irvine West	8.6
Kilbirnie & Beith	7.5
Kilwinning	9.8
North Coast & Cumbraes	19.2
Saltcoats	7.6
Stevenston	14.2

Non-Casualties Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	7.4
North Ayrshire	10.8
South Ayrshire	10.5
Ayrshire	9.6
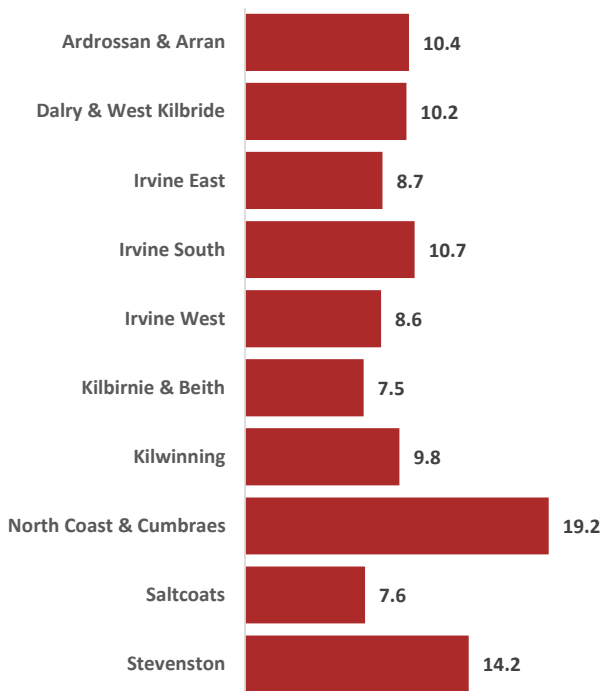
Special Service Casualties Year to Date
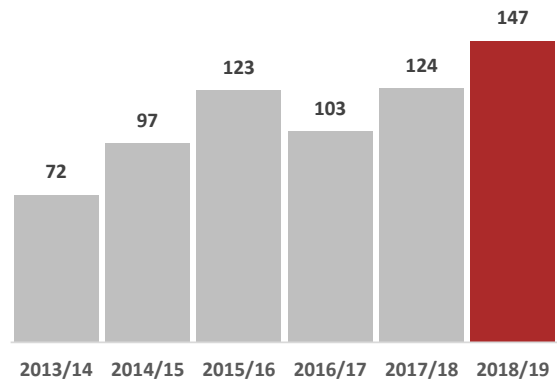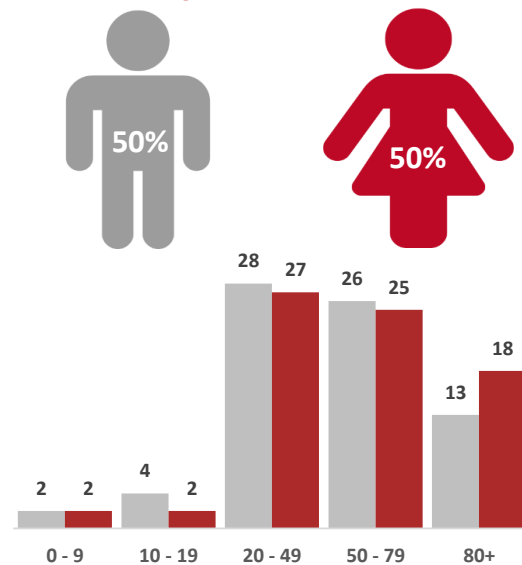
Year	Value
2013/14	72
2014/15	97
2015/16	123
2016/17	103
2017/18	124
2018/19	147

Age / Gender Profile

Male 50%   Female 50%

Age	Male	Female
0 - 9	2	2
10 - 19	4	2
20 - 49	28	27
50 - 79	26	25
80+	13	18

Extent of Harm

First Aid at Scene — 1	Hospital Slight Injuries — 75
Hospital Serious — 20	Fatal Injuries — 5

Road Traffic Collision **40%**

Water Rescue **0%**

Assisting Other Agencies **51%**

All Other Incidents **9%**

Deliberate Fire Setting

Performance Summary
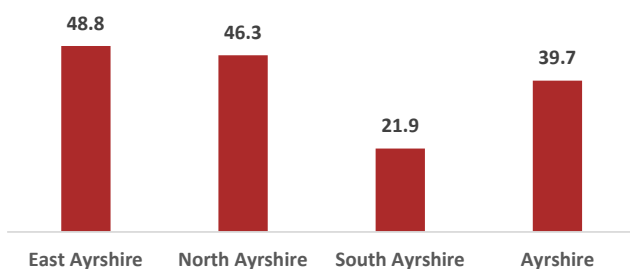
Year on Year	3 Year Average	5 Year Average
◆ 6%	◆ 5%	◆ 3%

Deliberate Fires by Ward Area
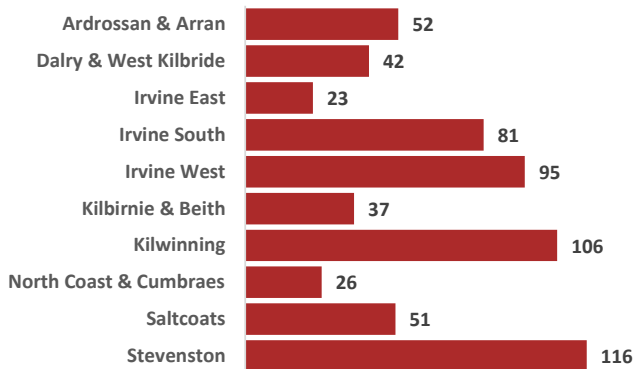
Ward	Value
Ardrossan & Arran	52
Dalry & West Kilbride	42
Irvine East	23
Irvine South	81
Irvine West	95
Kilbirnie & Beith	37
Kilwinning	106
North Coast & Cumbraes	26
Saltcoats	51
Stevenston	116

Incidents Per 10,000 Population - North Ayrshire

Ward	Value
Ardrossan & Arran	45.0
Dalry & West Kilbride	33.0
Irvine East	18.2
Irvine South	72.5
Irvine West	62.9
Kilbirnie & Beith	27.8
Kilwinning	61.0
North Coast & Cumbraes	16.1
Saltcoats	38.7
Stevenston	91.3

Incidents Per 10,000 Population - Ayrshire

East Ayrshire	North Ayrshire	South Ayrshire	Ayrshire
48.8	46.3	21.9	39.7
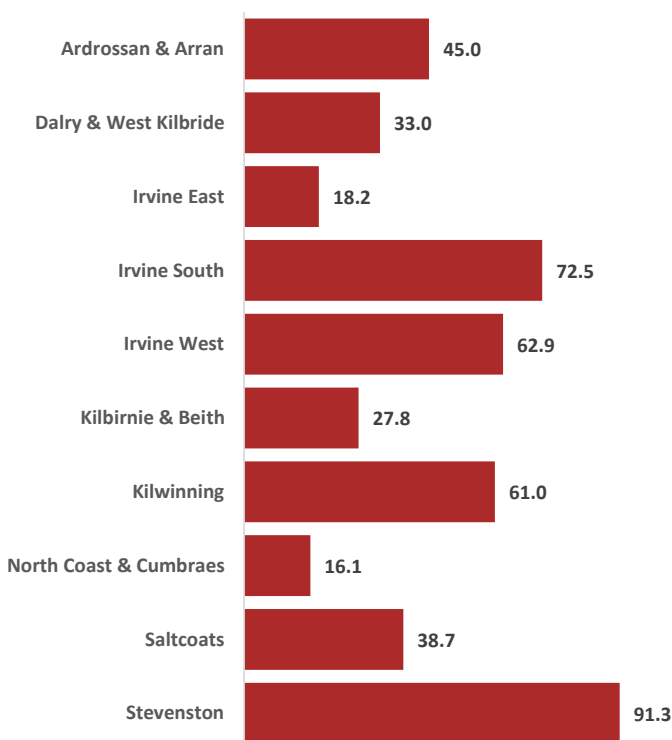
Deliberate Fires Year to Date

Year	Value
2013/14	539
2014/15	448
2015/16	537
2016/17	640
2017/18	595
2018/19	629
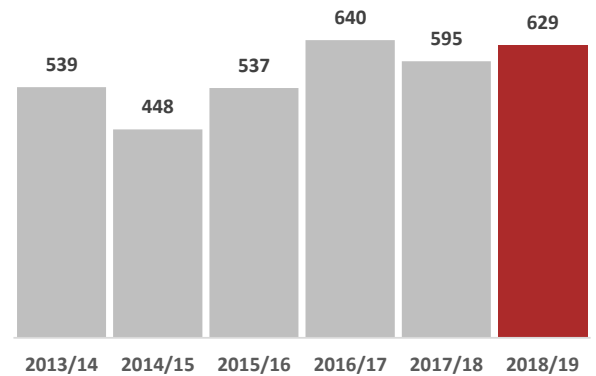
Deliberate Fires Compared to Operational Activity

Year	All Incidents	All Deliberate Fires
2013/14	2,148	539
2014/15	2,053	448
2015/16	2,272	537
2016/17	2,519	640
2017/18	2,479	595
2018/19	2,674	629
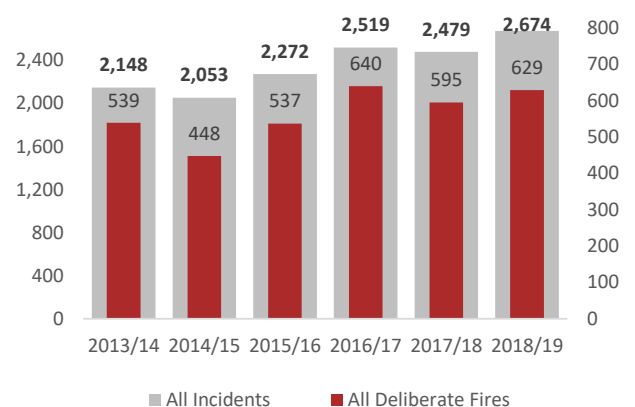
Deliberate Fires by Classification

Year	Primary	Secondary
2018/19	11%	89%
2017/18	8%	92%
2016/17	8%	92%
2015/16	10%	90%
2014/15	13%	87%
2013/14	9%	91%
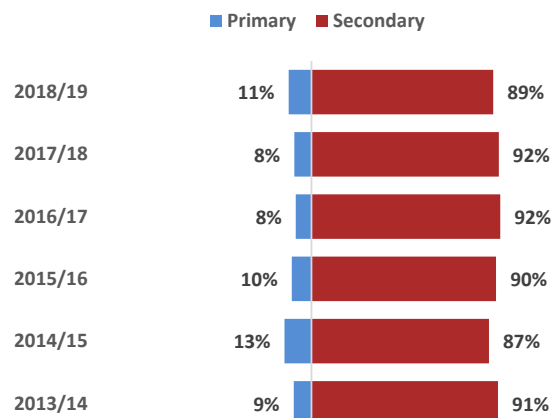
Secondary Fire Ratio by Activity Type

Type	Value
Refuse	31%
Other Secondary	69%

Non-Domestic Fire Safety

Performance Summary

	Year on Year	3 Year Average	5 Year Average
	◆ 18%	▲ -3%	◆ 6%

Non-Domestic Fires Year to Date

Year	Value
2013/14	34
2014/15	34
2015/16	50
2016/17	32
2017/18	39
2018/19	46

Non-Domestic Fires by Ward Area

Ward	Value
Ardrossan & Arran	4
Dalry & West Kilbride	2
Irvine East	1
Irvine South	10
Irvine West	5
Kilbirnie & Beith	1
Kilwinning	6
North Coast & Cumbraes	3
Saltcoats	12
Stevenston	2
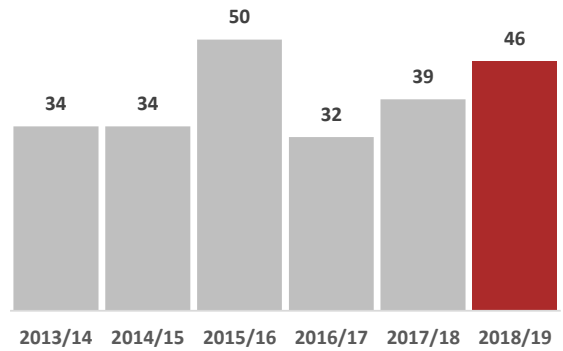
Non-Domestic Fires by Nature of Origin

- Accidental 76%
- Deliberate 22%
- Not Known 2%

Incidents Per 10,000 Population - North Ayrshire

Ward	Value
Ardrossan & Arran	3.5
Dalry & West Kilbride	1.6
Irvine East	0.8
Irvine South	8.9
Irvine West	3.3
Kilbirnie & Beith	0.8
Kilwinning	3.5
North Coast & Cumbraes	1.9
Saltcoats	9.1
Stevenston	1.6
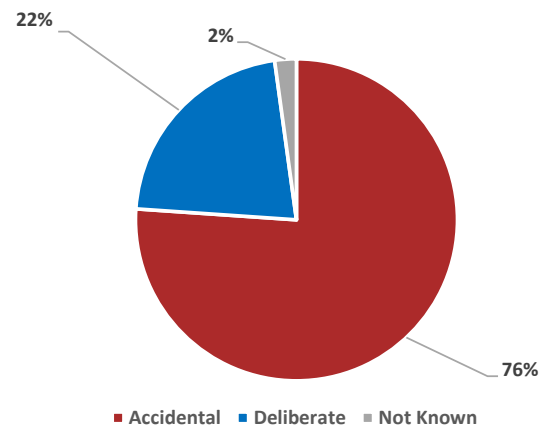
Non-Domestic Fires by Premises Type

Premises	Value
Retail	4
Public toilets	3
Residential Home	3
Offices	2
Secondary school	2
Vehicle Repair	2
Hotel	2
Takeaway	2

Incidents Per 10,000 Population - Ayrshire

Area	Value
East Ayrshire	2.8
North Ayrshire	3.4
South Ayrshire	2.9
Ayrshire	3.0

Extent of Fire Damage

Extent	Value
Not applicable	24
Item 1st ignited	10
Room of origin	6
Floor of origin	4
Roof space and other floors	1
External roof only	1
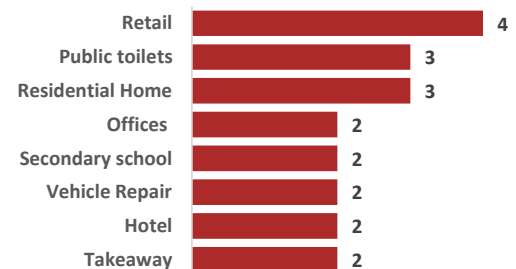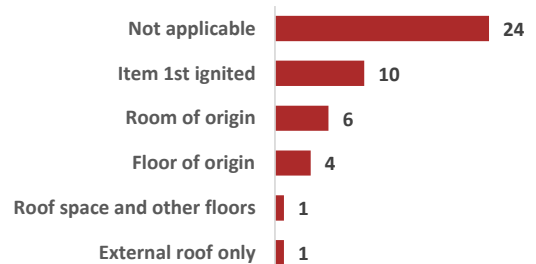
Unwanted Fire Alarm Signals

Performance Summary

Year on Year	3 Year Average	5 Year Average
◆ 9%	◆ 11%	◆ 3%

Unwanted Fire Alarms Signals by Ward Area
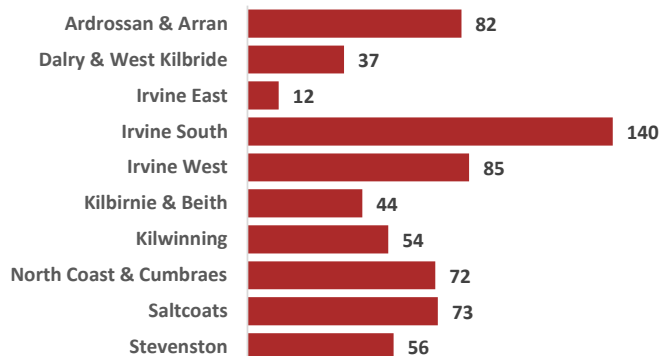
Ward Area	Value
Ardrossan & Arran	82
Dalry & West Kilbride	37
Irvine East	12
Irvine South	140
Irvine West	85
Kilbirnie & Beith	44
Kilwinning	54
North Coast & Cumbraes	72
Saltcoats	73
Stevenston	56

Incidents Per 10,000 Population - North Ayrshire

Ward Area	Value
Ardrossan & Arran	70.9
Dalry & West Kilbride	29.1
Irvine East	9.5
Irvine South	125.2
Irvine West	56.3
Kilbirnie & Beith	33.1
Kilwinning	31.1
North Coast & Cumbraes	44.6
Saltcoats	55.4
Stevenston	44.1

Incidents Per 10,000 Population - Ayrshire

East Ayrshire	North Ayrshire	South Ayrshire	Ayrshire
51.5	48.2	62.2	53.5
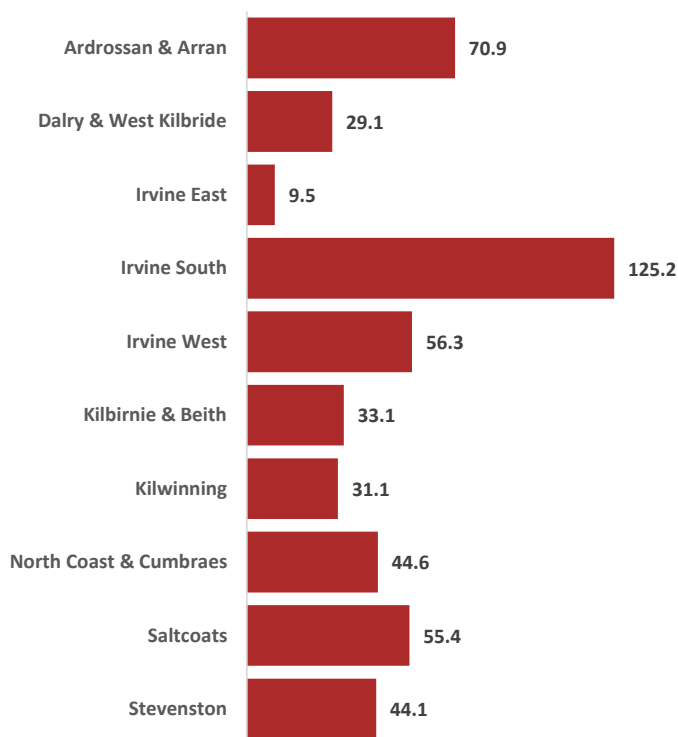
Unwanted Fire Alarm Signals Year to Date

Year	Value
2013/14	572
2014/15	463
2015/16	473
2016/17	632
2017/18	600
2018/19	655
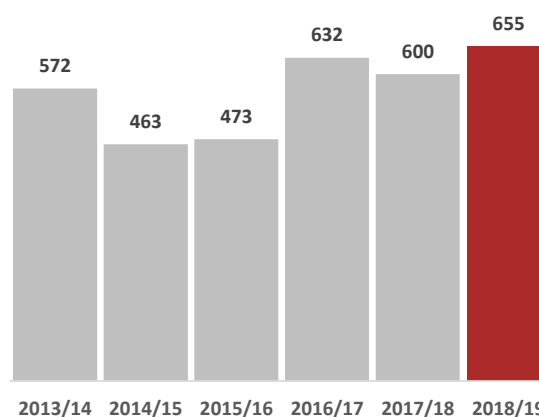
UFAS Percentage Against all Incidents

Year	All Incidents	UFAS Activity
2013/14	2,381	23%
2014/15	2,199	27%
2015/16	2,272	23%
2016/17	2,330	25%
2017/18	2,210	26%
2018/19	2,329	27%

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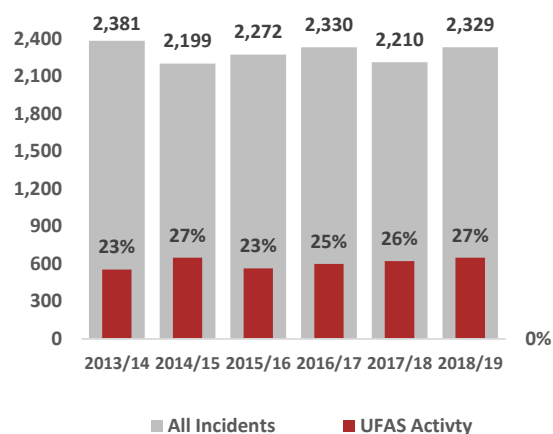
UFAS Percentage Against all False Alarms

Year	All False Alarms	UFAS Activity
2013/14	1,125	43%
2014/15	1,054	45%
2015/16	1,140	44%
2016/17	1,333	47%
2017/18	1,312	47%
2018/19	1,397	48%

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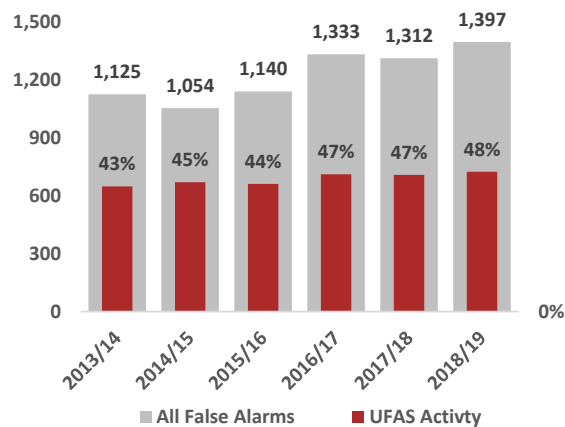
Unwanted Fire Alarm Signals - Top 5 Premises

Premises	Value
Residential Home	13%
Hospital	8%
Education	18%
Other Residential	16%
Warehouses	8%
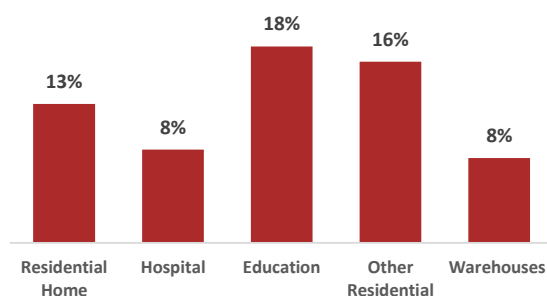
Home Fire Safety Visits

1671
Home Fire Safety Visits Carried Out

1262
Smoke Detectors Fitted During Home Fire Safety Visits

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

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

Fire Safety Audits

Fire Safety Audits Carried Out
224

New Audits
84%

Re-Audits
2%

Post Fire Audits
11%

Complaint Audits
2%

Broadly Compliant **12%**

Areas of Improvement **85%**

Notice of Deficiencies **3%**

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	51.91%	85.14%	79.33%	73.12%		287	152:09	11	850%
Dreghorn	78.07%	98.45%	92.90%	90.34%		484	253:44	12	950%
Dalry	43.18%	95.13%	88.17%	77.13%		187	104:17	11	825%
Beith	78.47%	98.69%	97.79%	92.35%		241	144:17	12	1025%
Kilbirnie	47.17%	95.23%	96.44%	81.42%		234	127:55	10	925%
Largs	98.04%	99.90%	98.64%	98.88%		248	145:37	12	925%
Skelmorlie	64.66%	99.02%	86.33%	84.12%		137	81:20	11	850%
Millport -1	100.00%	100.00%	100.00%	100.00%		52	51:44	13	1175%
Millport - 2	55.35%	89.91%	58.93%	68.16%					
Brodick	99.75%	99.52%	98.86%	99.34%		91	49:08	8	800%
Lamlash	100.00%	100.00%	99.54%	99.83%		79	9:38	8	800%
North Ayrshire	**74.24%**	**96.45%**	**90.63%**	**87.70%**					
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

Working together for a safer Scotland

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Draft Strategic Plan 2019-22

Summary Version

◢ INTRODUCTION

This summary provides an overview of the draft Strategic Plan, 2019-22 for the Scottish Fire and Rescue Service (SFRS). It sets out our broad ambitions over the next three years.

The purpose of this consultation is to gain a wide range of views and opinions to help us ensure our proposals are focused on the most important priorities and that they will continue to meet the evolving needs of our communities. To achieve this, we want to hear your views.

The formal consultation for this draft Strategic Plan is open between **Thursday 9 May 2019 and Thursday 18 July 2019**. Please feedback to us using our **online survey** https://firescotland.citizenspace.com/ before the closing date. We will publish the results once the consultation is closed.

THE STRATEGIC PLAN

This plan sets out our commitments to the delivery of a first class fire and rescue service for all people across Scotland. In delivering these services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth, providing opportunities for all of Scotland to flourish.

We have developed this plan by building on the successes and experience gained over recent years. In particular, we have drawn from the results of our first ever **staff survey** in **2018** as well as our **Transformation consultation** in **2018**, which gathered views on the future of the Scottish Fire and Rescue Service and involved our staff, partners and the public. The consultation set out our need to transform, and presented a vision of how the Service could do even more for the people of Scotland.

We are committed to continuing this engagement with stakeholders as our journey progresses. This Strategic Plan outlines the longer term outcomes we aspire to achieve and the shorter term strategic objectives we will work towards to realise these aspirations. The outcomes and objectives are highlighted in the diagram below and the following pages. We'd love to know your thoughts.

Following this consultation, we will produce an updated version of the Strategic Plan that incorporates your feedback. This will go to the Minister for Community Safety and will be laid before Parliament by October for final approval. Once approved, we will develop a flexible three year programme that will include an Annual Operating Plan. This will published each year and monitored on a quarterly basis by the Board and our Strategic Leadership Team.

Working Together for a Safer Scotland

OUTCOME 1

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

OUTCOME 2

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Safety

Prevention

Response

Innovation

To work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland

Teamwork

Public Value

People

OUTCOME 4

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Respect

OUTCOME 3

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

OUTCOME 1

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Objective 1.1 **We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.**

To achieve this we will:
- Work in partnership to target our education programmes and community safety initiatives to reduce the risk of fire and other incidents of unintentional harm in the home.
- Continue to expand our prevention activity.
- Work in partnership to jointly utilise intelligence and data to identify those most at risk in our society.

Objective 1.2 **We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.**

To achieve this we will:
- Continue to target fire safety audits to support those responsible for premises (the dutyholders), and ensure they are meeting their responsibilities to keep people safe.
- Continue to improve the safety of high rise premises.
- Continue to protect Scotland's built environment and support economic growth through our fire engineering work.

Objective 1.3 **We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.**

To achieve this we will:
- Create a culture of reflection and review that helps our staff to improve the quality of their work and the services they deliver.
- Develop robust methods of planning and evaluation so that our prevention work is aligned with local and national priority needs and our impact on communities is maximised and understood.
- Continue to learn through the investigation of fires to improve prevention, protection and emergency response arrangements.

Objective 1.4 **We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.**

To achieve this we will:
- Work with duty holders to reduce false alarms and to reduce the risk to communities and our people by minimising unnecessary blue light journeys.
- Maintain the availability of resources where they are needed most, and increase the time available for operational personnel to undertake training and community safety activities.

OUTCOME 2

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.1   **We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.**

To achieve this we will:
- Ensure we have the most appropriate balance and distribution of capabilities to address potential risks to communities.
- Undertake a longer term exploratory review of what Scotland may look like in the future, Our Futures Vision, to understand what changes we may need to make to our operational footprint to be able to respond to any new or changing demands.

Objective 2.2   **We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.**

To achieve this we will:
- Review our operating model and duty systems to build in flexibility, reconfiguring resources to where and when they are needed most.
- Take further steps to reconsider the role of firefighters in today's society, aiming to improve a wider range of community outcomes.
- Put arrangements in place to ensure our firefighters are appropriately trained and equipped to save more lives in different ways.
- Continue to evolve the types of appliances and firefighting technology we use.
- Continue to explore and embrace technological advances and new ideas which provide a safer environment for our firefighters as we enhance safety within all the communities of Scotland.

Objective 2.3   **We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.**

To achieve this we will:
- Work with our partners to assess risks, prepare for and respond to any significant threats or major emergencies.
- Improve how we can work together across command and control structures at the early stages of an incident through the Joint Emergency Services Interoperability Principles (JESIP) programme.
- Support local resilience partnerships to build capacity within communities so that they are prepared and can go some way to help themselves during an emergency situation.

Objective 2.4   **We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.**

To achieve this we will:
- Implement the new command and control mobilising system to enhance our resilience and emergency call handling capability.
- Work with a range of partners to ensure the successful delivery of the Home Office's Emergency Services Mobile Communications Programme (ESMCP).

OUTCOME 3
We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objective 3.1   **We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.**

To achieve this we will:
- Create a supportive and rewarding workplace environment which attracts and retains the best people.
- Maintain dynamic resourcing and workforce plans which are fully aligned to our business and budget planning processes.
- Continue to work with representative bodies to secure appropriate terms and conditions, which are fair and reflective of expanding job roles and deliver the best possible benefits packages for all staff who work for the SFRS.
- Promote a healthy work life balance to increase motivation and productivity, and support good mental health.

Objective 3.2   **We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.**

To achieve this we will:
- Invest in excellent training facilities and arrangements to ensure we have the capability and skills to deliver first class frontline and supporting services.
- Embed different learning pathways to ensure all our people have access to development opportunities to keep them safe and to support them to fulfil their potential.
- Ensure we have empowered, ethical and values-based leaders at every level to inspire greater workforce diversity.
- Challenge existing ways of doing things and encourage innovation.
- Embed effective succession planning to identify potential leaders for the future.

Objective 3.3   **We will care for our people through progressive health, safety and wellbeing arrangements.**

To achieve this we will:
- Protect the safety of our people through a strong proactive health and safety culture.
- Continue to improve our management information systems so we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.
- Create a mentally healthy environment within which all our staff can work and prosper.

Objective 3.4   **We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.**

To achieve this we will:
- Carry out a staff survey every two years and take action on what our people say.
- Implement robust change management practices so that our people can get involved in the decisions that matter to them.
- Continue to host Board meetings in different towns and cities around Scotland, giving the opportunity for local teams, local partners and communities to engage with Board members and senior leaders on national policy and unique local issues.

OUTCOME 4 — We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objective 4.1   **We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.**

To achieve this we will:
- Continue to contribute to social equality, economic viability and environmental protection.
- Implement a SFRS Sustainable Development Framework, communicating a clear plan from which to showcase and report on the wide range of activities which contribute to sustainable development nationally – in essence making global goals our business.

Objective 4.2   **We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.**

To achieve this we will:
- Continue to manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified responsibilities.
- Explore how we can develop more predictive insights and improve evidence led decision making to help us respond effectively to emerging risks and challenges and to further strengthen our governance arrangements.
- Enhance our ability to identify and respond appropriately to a variety of political, operational, financial and legal risks to safeguard our resources and reputation.

Objective 4.3   **We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.**

To achieve this we will:
- Invest in our ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems.
- Implement a long term asset management strategy which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets.

Objective 4.4   **We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.**

To achieve this we will:
- Introduce a new performance management system to enhance how we manage our performance in the coming years.
- Employ measured and cumulative actions to improve what we do.
- Foster a culture where our people are empowered to use their skills and experience to make improvements in their work.
- Regularly review the design of our services, systems and processes to ensure they are delivered in the most efficient, effective and safe way.

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Draft Version 1.0   6 May 2019

Working together for a safer Scotland

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Draft Strategic Plan 2019-22

CONTENTS

Appendix 1 – How our strategy links to the Scottish Government's Fire and Rescue Framework for Scotland 2016

FOREWORD

It is our pleasure to introduce the Scottish Fire and Rescue Service Strategic Plan 2019-22. This is the third Strategic Plan we have produced since our inception in 2013. In our short history this is perhaps the most important plan we have produced so far. It drives forward our commitments on how we will transform the Service to do more for Scotland and how we will adapt to the changing nature of risks facing communities across the country.

This plan sets out our commitments to the delivery of a first class fire and rescue service for all the people of Scotland. In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.

Our successes to date have only been possible because of the dedication and professionalism of our people. To enable us to maintain our high public standing and to forge ahead on our path of change, we aspire to attract and retain the best people, whose diversity is more representative of the communities of Scotland that we serve.

We undertook the Service's first ever staff survey in 2018. The results of this survey were published in January 2019, following which we have engaged with our staff through a series of workshops to explore those areas that matter most to them. The views of our staff expressed in the survey have been used to influence this Strategic Plan. We will continue to engage with our staff, so that the detailed work that will support this Plan each year can also be influenced by on-going dialogue.

To understand wider needs and expectations, we are also fully committed to engaging with other stakeholders, including engaging directly with communities across Scotland. An extensive consultation exercise to gather views on the future of the Scottish Fire and Rescue Service was carried out with staff, partners and the public during spring 2018. The consultation set out our need to transform, and presented a vision of how the Service could do even more for the people of Scotland.

The consultation generated 1563 responses – 1426 of which were from individuals and 137 from partner bodies. The data from the exercise was independently analysed by academics from the University of Edinburgh. There was an overall majority backing for the proposals we made in the consultation document.

We will continue such proactive engagement with stakeholders as our transformation journey progresses. Our ambitions for transformation are threaded throughout this Strategic Plan, and will evolve as we continue to engage with our people, their representatives, and other stakeholders across Scotland.

As we transform, we are fully committed to discharging all of our responsibilities as a significant national organisation. This includes ensuring our continued sound and prudent financial management, which to date has meant we have operated within our allocated resource and capital budgets each year since our creation, despite the financial challenges facing all public services. We will continue to prioritise the safety and wellbeing of our people, and our strong, proactive health and safety culture to protect them.

We believe that we can and must continue to provide the highest quality service to the people of Scotland through our community based services. This requires a highly skilled, motivated and engaged workforce and empowered leaders throughout our Service. It means that as well as providing direct operational response, we will become more involved through our prevention and partnership working, in delivering interventions that support the most vulnerable people in our communities.

We aim to operate much more flexibly to achieve a wider range of societal and organisational improvements as we continue to strive to make a difference to the lives of those we serve.

We are excited about the journey that lies ahead of us over the lifespan of this Strategic Plan, and beyond, and invite others to join us on it as we work together for a safer Scotland.

Dr Kirsty Darwent   **Martin Blunden**
Chair   **Chief Officer**
Scottish Fire and Rescue Service   **Scottish Fire and Rescue Service**

INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) was established as a single national service on 1 April 2013 by the Police and Fire Reform (Scotland) Act 2012, replacing the eight previous fire and rescue services to become the UK's largest service.

We are described as an 'Other Significant National Body' and have a duty to work with other public services to contribute to the Scottish Government's Purpose and the National Performance Framework (NPF).

Our work is overseen by the Safer Communities Directorate of the Scottish Government. The Directorate sets out its plans for keeping communities safe in its document Justice in Scotland: Vision and Priorities. The vision *"for a safe, just and resilient Scotland"* is supported by four outcomes which our work must also contribute to. These are:

1. We live in safe, cohesive and resilient communities
2. Prevention and early intervention improve wellbeing and life chances
3. Our systems and interventions are proportionate, fair and effective
4. We deliver person-centred, modern and affordable public services.

In support of the NPF and the Justice Vision and Priorities, Scottish Ministers have prepared a Fire and Rescue Framework for Scotland which sets out the specific purpose and operating context for the SFRS. Our purpose, as defined by Scottish Ministers in the first Framework 2013 and reaffirmed in the revised Framework in 2016, is:

> *"To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland."*

The Board provides strategic direction and closely scrutinises our actions to ensure we are delivering services in an effective and efficient way against this purpose as well as the ten strategic priorities within the Framework which underpin it. The Board also ensures we meet all our legislative requirements and the ambitions of the Strategic Plan.

The day-to-day delivery of our actions is the responsibility of our small executive team comprising of the Chief Officer, Deputy Chief Officer and six Directors who, together, provide strategic leadership to all our organisational functions.

We have successfully navigated through significant and complex reform. We will build on these strong foundations to continue on a journey of transformation to meet ongoing public service challenges. An extensive consultation exercise on our vision for transformation was undertaken in 2018 to scope out how we might deliver services differently in the future, so we can continue to keep the people of Scotland safe in a changing environment. The outcomes of this have been used to influence our direction outlined in this Strategic Plan.

Our success to date would not have been possible without the dedication and hard work of our people. We aspire to be a world-leading fire and rescue service and with that we want to create a great place to work. So, by listening closely to our people through the results of a recent staff survey, we have drawn out what is important to them and used this to help shape our strategy.

In preparing this Strategic Plan, we have given full regard to all of these influencing factors so that we direct our resources to deliver what is expected of us.

The Strategic Plan provides some information about us as an organisation and communicates our high level ambitions of what we want to achieve. It outlines the longer term outcomes we aspire to achieve and the shorter term strategic objectives we will work towards to realise these aspirations. A summary graphic of this is provided on the next page.

More specific details of the actions we will take to support our aims will be developed within a flexible three-year programme. An Annual Operating Plan will be drawn down from this programme and published each year. The progress of each Annual Operating Plan will be monitored on a quarterly basis by the Board and our Strategic Leadership Team.

Working Together for a Safer Scotland

OUTCOME 1
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

OUTCOME 2
Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Safety

Prevention

Response

Innovation

Teamwork

To work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland

Public Value

People

OUTCOME 4
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Respect

OUTCOME 3
We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

ABOUT US

Our primary statutory responsibilities are directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function)(Scotland) Order 2005.   These pieces of legislation lead us to go beyond just fighting fires. These are some of the things we do to keep people safe today:

- Fighting fire in both urban and rural environments
- Promoting fire safety
- Enforcing fire legislation
- Responding to road traffic collisions
- Dealing with the structural collapse of buildings
- Responding to serious flooding
- Responding to serious transport incidents
- Planning for and responding to chemical, biological, radiological and nuclear (CBRN) incidents
- Undertaking inland water rescue
- Carrying out rescues at height
- Playing a key role in resilience and emergency planning
- Working with partners to enhance community safety.

Our prevention, protection and response services are delivered through 356 community fire stations across Scotland. These are supported by a single national training establishment, two regional training sites and several local training facilities, three fully refurbished Operations Control Rooms, three modern Service Delivery Area Headquarters, four strategically placed Asset Resource Centres, an ICT Data Centre and a fleet of over 1,500 vehicles.

Our 16 Local Senior Officers and their teams work closely with all 32 local authorities and are fully committed to support each Community Planning Partnership and other local partnership arrangements. These local teams balance the national direction outlined in the Strategic Plan against local needs by tailoring services through Local Fire and Rescue Plans, and by contributing to Local Outcomes Improvement Plans and other local partnership plans such as Community Justice Plans.

We use a risk-based approach. This enables us to target our prevention work and to align our emergency response resources with community needs and calls for help. This involves:

- Identifying people most vulnerable to harm
- Identifying existing and potential risks to the community
- Evaluating the effectiveness of current preventative and response arrangements
- Determining the actions and resource requirements to appropriately respond.

6 Scottish Fire and Rescue Service

The assessment of risk within communities is achieved by analysing activity patterns of data available to us, such as incident and census data. Increasingly we are making use of our partners' data to provide a more rounded view of the risk and inequalities in communities. This helps us to understand how we may work better together with our partners. It also promotes a joint response to safeguarding those most at risk of harm and improves life outcomes across Scotland's diverse, unique, and changing communities.

We work closely with our partners. As financial pressures continue to drive the need to reform public services, renewed emphasis has been placed on working in partnership. We continue to be fully committed to working with a wide and diverse range of partners, both locally and nationally, across public, private and third sectors. We absolutely acknowledge the benefits of working together and actively seek opportunities to secure a joined up approach to Scotland's challenges. By engaging and working well with others we can:

- Plan and deliver targeted prevention activity more efficiently
- Prepare for and respond to major emergencies effectively
- Draw on additional support and skills when needed and be available to do the same for our partners
- Share information more freely, increasing knowledge and understanding to meet the needs of our staff and the communities we serve
- Realise efficiencies through sharing assets and resources
- Jointly commit to taking improvement action.

Partnership working at both local and national levels is one of our real strengths. We fully understand the benefits of closer integration within Community Planning Partnerships and within national partnerships arrangements such as the Reform Collaboration Group. This Group for example brings together leaders of the SFRS, Police Scotland and the Scottish Ambulance Service to pursue mutually beneficial activity for Scotland's people. Only through robust and transparent partnership working, in conjunction with locally agreed priorities and aligned plans, will we ensure the best services are provided for our communities.

We care about people and will deliver services that meet the needs of Scotland's diverse communities and support our people to fulfil their potential in a safe and inclusive workplace. We fully recognise that excellent public services are designed with human rights and equality at their core.

To achieve this, we will continue to use our Equality and Human Rights Impact Assessment process as an improvement tool to develop, implement and monitor our corporate policies and practices that affect communities and employees. Our service delivery analytics and our Communications and Engagement Strategy provide the basis for continuing to engage and work with our communities and other stakeholders to establish an evidence-based profile of the needs and aspirations of different community groups.

Our employees are the key to delivering excellent public services and must perform their roles in a professional, ethical and compassionate way. In return, we recognise our responsibilities as an employer to provide a working environment where our people feel able to bring their unique personal qualities to the workplace.

We are committed to continuous improvement. As well as looking at ways to develop and redesign business services, we are driving forward a transformation agenda so that we deliver services that continue to protect Scotland's modern day communities.

So that we can respond to and resolve a wider range of societal risks and challenges, plans are already developing to widen the role of our firefighters and reconfigure our frontline workforce. We also want to ensure that we are prepared to respond to severe weather and to deliver a more holistic approach to harm prevention. In doing so the long term benefits of transformation will deliver:

- A more agile Service that is designed to continue to meet the changing and evolving risks facing Scotland
- A strengthened contribution to the prevention and reduction of unintentional harm in Scotland's communities
- A strengthened contribution to building the resilience of Scotland's communities
- A more efficient and productive organisation in how we use our skills, capabilities and resources
- A high level of trust by staff, partners, communities, and other stakeholders in all that we do, including delivering safe and planned changes to the Service.

A transformation high-level plan has been prepared and approved by our Board with several specific projects identified to take this forward. This portfolio of transformation projects will be closely monitored and robustly managed through our Programme Office arrangements. These projects, and what outcomes they contribute to, are detailed within the Our Strategy section of this Plan.

OUR VALUES AND BEHAVIOURS

In 2015 the Service identified four core values which outline what is most important to us in how we go about our work. They are a reflection of what we believe are appropriate workplace behaviours and play an important part in building a cohesive culture to help us work together for a safer Scotland.

Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do. Our people demonstrate this by:

- Being accountable and responsible
- Enabling, supporting and promoting a safety conscious culture
- Taking responsibility for safeguarding their own safety and that of the people they work with
- Taking immediate action to highlight and/or remove safety hazards and risks
- Promoting healthy lifestyle and through supporting each other maintain good work/life balance
- Taking action when stress becomes a risk factor to themselves and others, and supporting colleagues who are under pressure.

Teamwork helps us achieve more. It generates and promotes a sense of belonging and enables mutual support and learning. It encourages a blend of skills and knowledge to successfully achieve a common goal. Our people demonstrate this by:

- Being supportive and open, listening to each other, and sharing skills knowledge and experience
- Developing strong relationships across and within the organisation
- Working towards common oganisational objectives
- Identifying and pursuing opportunities to work in collaboration with partners and communites to help deliver common goals.

Respect for others improves communications and reduces workplace stress and conflicts.   We embrace diversity to increase productivity, knowledge and learning and do not tolerate instances of bullying, harassment, unfair discrimination or unacceptable behaviour. Our people demonstrate this by:

- Displaying a professional attitude at all times, delivering on commitments made, and by having a fair, open, honest and ethical approach to everything they do
- Taking responsibility for the impact words and actions can have on others
- Challenging unacceptable behaviour and resolving differences in a constructive way
- Showing a willingness to work with others, regardless of differences
- Valuing the efforts and contributions of others by acknowledging achievements
- Showing consideration for others and empathy towards their emotional and/or physical wellbeing.

Innovation helps us to grow, adapt and be more responsive to changing needs. Being open and listening to new ideas and ways of thinking will improve the way things are done. Our people demonstrate this by:

- Fostering collaboration and communication, sharing ideas and listening to other people
- Supporting others who are exploring new ways of working
- Being flexible in their approach to achieve a successful outcome
- Evaluating opportunities to take calculated risk, and taking responsibility for the impact of decisions.

OUR CHALLENGES

Society and the environment in which we all live is constantly changing and there are a number of new and ongoing challenges facing Scotland that are likely to have an impact on the services we provide.

So that we can prevent the worst from happening or be fully prepared to respond should we be called, we need to be aware of any new or changing risks which threaten the safety of communities or our workforce. As we prepare for any new or enhanced response we will also work towards securing an appropriate pay and reward package commensurate with any additional responsibilities our firefighters are asked to perform.

Changing population/ demographics

The most recent report published in 2017 by the National Records of Scotland on the Projected Population of Scotland predicts there will be a significant rise in the population of over 75s in Scotland. The report highlights there will be an increase in this age group of 79% over the next 25 years and an increase of 27% over the next ten years making it the fastest growing age group.

While people living longer lives is a positive indicator, as people grow older it is likely that they may require new forms of support to keep them safe from harm. An aging population will increase levels of long-term medical conditions for example. This will generate new demands as Scotland seeks to support the population to age well in safe and resilient communities. Current trends in moving from care in institutional settings towards home-based care will increase the number of people who are potentially at risk of fire and other forms of preventable harm, such as trips and falls, within the home environment.

This further increases the scope for us to work with our partners to deliver effective prevention measures through a more holistic approach to assessing risk and taking action to reduce or remove harm. By widening our prevention and intervention activities, social and financial benefits can be achieved across the wider public sector in Scotland.

Social and economic inequality

In areas of multiple deprivation, communities experience poorer health, lower educational attainment, lower employment, more emergency hospital admissions and reduced safety. Typically, we are called out more often to these areas and to individuals characterised as 'disadvantaged'.

This evidence underlines the close relationship between wider social and economic issues, fire related incidents, unintentional social and personal harm, social inequality and the subsequent challenges this presents to improving the wellbeing of individual citizens. In response to this we will continue to build effective relationships with our partners so that together we can deliver targeted prevention activities to reduce inequalities.

On an annual basis around 1,250 – 1,400 lives are lost to unintentional harm in Scotland, much of which is preventable. The majority of these are as a result of falls (42%). Unintentional harm also results in approximately 54,500 emergency hospital admissions at an estimated cost to the public purse of £200m per annum.

By utilising our resources and redistributing our capability to support other agencies we can expand our prevention focus. As a trusted public service, gaining access to on average 70,000 households each year to conduct home fire safety visits, we are in a unique position to contribute to reducing such inequalities. By adopting a 'safe and well' approach to home visits we will create a more holistic approach in how we work to prevent unintentional harm among the most vulnerable in our society.

Through our community safety work we engage with a vast array of individuals and groups and this has also given rise to addressing wider inequalities by helping to tackle antisocial behaviour, reduce reoffending, and by working in partnership to tackle domestic violence.

Extreme weather

The climate has changed over the past decade with most areas experiencing a marked rise in extreme and unpredictable weather conditions. Severe storms, widespread flooding, significant snow fall and major temperature fluctuations have devastating impacts on peoples' lives and livelihoods. Prolonged dry spells are welcomed by many, but they can put Scotland's vast grass and heath moorland at much greater risk of fire.

Specialist resources will be strategically placed in areas where there is a greater risk of flooding for example, and firefighters will be prepared, fully equipped and ready to support and protect communities, whatever the weather. We will also make use of local assets available to us to bolster our response during prolonged or widespread incidents such as wildfire.

Terrorism

For more than ten years the UK has consistently been prepared against heightened threat levels, where a terrorist attack was a strong possibility or highly likely. At devastating incidents such as those we have seen mostly recently at the Manchester Arena and Parsons Green Tube Station in London in 2017, fire and rescue services will play a critical response role.

We will continue to work very closely with our partners in Scotland and across the UK, to understand current threats and to ensure we have robust multi-agency and Service plans in place should an attack happen.   Our crews will be prepared to respond appropriately to prevent further harm to life or infrastructure.

OUR WORKFORCE

Our strategy will be delivered by a dedicated workforce of more than 7,500 people covering a range of frontline operational roles and supporting services across Scotland.

The wholetime operational staff group account for nearly half of all of our staff. This group includes our frontline firefighters who crew our emergency vehicles and our operational commanders and senior managers.
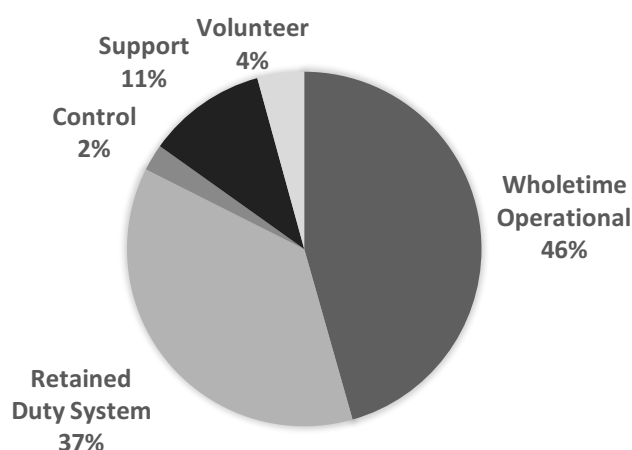
Figure 1 - Workforce Profile as at 31 March 2018

Retained Duty System (RDS) firefighters make up our second largest group. These 'on call' firefighters are critical to providing fire and rescue services in rural and remote rural locations. The operational model that this group, and our volunteers, work within has become very challenging to maintain in today's environment both in Scotland and the rest of the UK.

These challenges have inspired our transformation agenda and some changes have already been made to better support this duty system. Improved recruitment practices and enhanced training facilities are part of these changes. However, further innovation is required to strengthen and future-proof arrangements.

We are also fully committed to improving the diversity of our workforce and are working towards a profile that is more representative of the people and communities of Scotland that we serve.

In 2017/18 it was recorded, 87% of our staff were male and 13% were female. Almost two thirds of all staff were over the age of 40, 0.4% identified as having a disability and 1.2% of staff were recorded as belonging to a minority ethnic group. Plans and initiatives will continue to be developed to help attract, recruit and retain people from underrepresented groups and to help reduce the gender pay gap in the SFRS.

We manage our people resources through a Workforce and Strategic Resourcing Plan. This allows us to proactively manage our current, and forecast our future, workforce requirements according to organisational need and budget. Training plays an essential role in installing safety critical, technical, operational and organisational skills and leadership, to enable our workforce to fully support and engage in the design and delivery of excellent services.

OUR MONEY

We are funded directly by the Scottish Government through Grant in Aid for both our resource and capital expenditure.

In comparison to legacy services' resource funding in 2012/13, we are operating with a £26.3m (9%) reduction in cash terms in 2018-19. After taking account of significant cost pressures, most notably in relation to pay inflation and government policy changes this equates to a reduction in real terms of around £47m (15%) for our day-to-day spending each year.
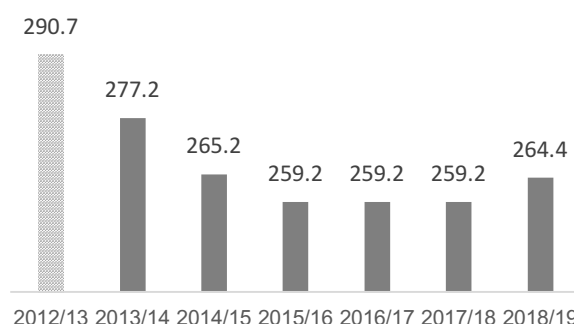
Figure 3 - Resource Funding 2013/13 - 2018/19 (£m)

As our most important asset, it is appropriate that our cost profile is heavily weighted towards employee costs. The chart provides a breakdown of how these costs are distributed.

Our Capital Budget, which we use to invest in our assets, has been variable since 2013/14. Our Capital Budget for 2018/19 was £32.5m, but in contrast in 2016/17 we received a Capital Budget of £10.8m. This variability in Capital allocations makes financial planning more challenging, as does the inability for us to hold a financial reserve.
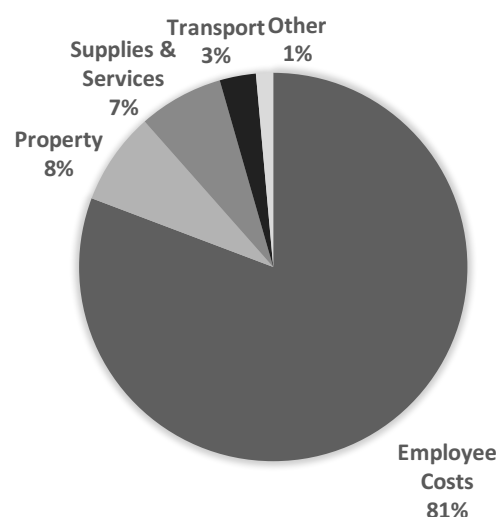
Figure 4 - Resources Budget Allocation 2018/19

Through sound and prudent financial management, to date we have successfully managed our annual budget and have operated within our allocated resource and capital allocations. We are also on track to achieve the cumulative target savings of £328m by 2027/28 set by the Financial Memorandum to the Police and Fire Reform (Scotland) Act 2012.

To ensure we maximise opportunities to secure our future financial sustainability, we have developed a Long Term Financial Strategy 2017-27.   This strategy supports our belief that the   greatest public value and best opportunity to secure long term financial sustainability would be delivered by taking on a wide range of new responsibilities supported by appropriate funding.

We continue to operate in a changing environment with high levels of uncertainty around public service funding. As the impact of the UK's withdrawal from the EU unfolds, there are also further potential implications on our spending. This makes financial planning against the ambitions within this Strategic Plan challenging.   To be successful, we will remain agile and manage risks and expectations in accordance with our available annual funding.

OUR PERFORMANCE

A priority of the Fire and Rescue Framework for Scotland 2016 was to develop a Performance Management Framework which would support our Strategic Plan. The Performance Management Framework we published provided details of how we manage our performance, and contains a comprehensive set of corporate performance measures. Regular reports are provided to the Board and its Committees on these performance measures so that members can monitor and scrutinise how well we are doing.

The Performance Management Framework and its associated measures will be reviewed and revised to align with this Strategic Plan to ensure our business planning and performance management arrangements are fully aligned.
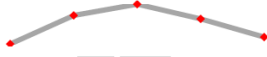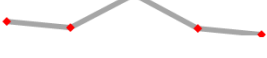
Further performance data is published in our annual Statistical Bulletins. These are available on our website to provide comprehensive data on fire and rescue incidents, and fire safety and organisational activity. We took on the responsibility of collating and publishing these from the Scottish Government in 2016. To further assure the integrity of our statistics we are working towards becoming formally acknowledged as a 'Producer of Official Statistics'.

Each year the Board is held to account for our performance by the Minister for Community Safety and Legal Affairs. An Annual Performance Review Report is prepared in advance of a public meeting, outlining our key achievements against the priorities of the Fire and Rescue Framework for Scotland. The performance review meeting is held at a different location around Scotland each year so that members of the public and community representatives have the opportunity to question the Minister and our Board on our activities.

Elected members in each local authority area are also invited to scrutinise and challenge our performance through local performance reports prepared by our Local Senior Officers. Our Local Senior Officers have built strong relationships within their respective community planning partnerships. With our partners we will explore better ways to evaluate the impact of joint activities on communities and to share data and information to further strengthen the local evidence base that underpins priorities within Local Outcomes Improvement Plans.

The infographic below provides a snapshot view of how we have performed against some of our important indicators since 2013/14. We have used data from 2017/18, which is currently the most complete figures available us, for comparison purposes. More detailed analysis and

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data relating to our performance is available through Board and Committee Reports and our annual statistical publications published on our website.

Metric	Value	5-Year Trend	Change since 2013/14
Total Incidents attended 2017/18	91,695		Increase since 2013/14
Total fire fatalities 2017/18	44		Increase since 2013/14
Total non-fatal casualties 2017/18	1,113		Decrease since 2013/14
Total fires 2017/18	26,115		Decrease since 2013/14
Total accidental dwelling fires 2017/18	4,752		Little change since 2013/14
Total non-domestic fires 2017/18	1,925		Decrease since 2013/14
Non-fire Incidents 2017/18	13,128		Increase since 2013/14
False alarms 2017/18	52,452		Increase since 2013/14
Home Fire Safety Visits 2017/18	69,758		Little change since 2013/14

OUR STRATEGY

> **Outcome 1** Our collaborative and targeted **prevention and protection** activities improve community safety and wellbeing, and support sustainable economic growth.

> **Objectives 1.1** We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

By far the best way to avoid injury or fatalities from emergencies is to prevent them from happening in the first place. By working in partnership to target our education programmes and community safety initiatives we are working to reduce the number of emergency incidents so that we improve community safety and wellbeing outcomes.

We will continue to expand our prevention activity, in particular delivering initiatives which directly support casualty reduction. This includes developing new 'safe and well' home visits, which incorporate wider health and social care considerations. We will build our knowledge by working with partners, and jointly utilising intelligence and data so that we can identify those most at risk in our society. Together we will then be able to target our resources more effectively to reduce the risk of fire and other incidents of unintentional harm in the home.

> **Objectives 1.2** We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Fire in non-domestic properties not only pose a risk to life but also impact on local economies. We have a duty to provide advice and enforce fire safety legislation in most non-domestic buildings across Scotland. We will continue to target fire safety audits using a risk based approach to support those responsible for premises (the duty holders), and ensure they are meeting their responsibilities to keep people safe.

The tragic incident at Grenfell Tower in London highlights the significance of robust and effective building and fire safety regulatory frameworks. In the immediate aftermath of this incident in 2017, we delivered a strategy to provide overt and robust public reassurance; a consistent and timely response to the high volume of information requests; and detailed information and guidance to our staff to deliver a consistent message.

Work to improve the safety of high-rise premises continues. We remain fully committed to supporting the Ministerial Working Group which was established to oversee this work in Scotland. In particular, following a comprehensive review of procedures and practices, work will focus on delivering improved:

- Fire safety regime and regulatory framework in Scotland
- Building standards for fire safety
- Standards for enforcement and compliance

We will respond appropriately to any future recommendations which may arise from the Hackitt Review and Public Inquiry relating to the Grenfell Tower fire.

We will also continue to protect Scotland's built environment and support economic growth through our fire engineering work. Our fire engineers liaise with the construction and academic sectors to ensure safe building design, enabling businesses to grow and flourish. This includes undertaking analysis to increase understanding of modern methods of construction, enhancing the safety of building users and our firefighters.

Objectives 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

We are committed to continuous improvement and will create a culture of reflection and review that helps our staff to improve the quality of their work and the services they deliver. Planning and evaluation are ways of using evidence to learn what works and provide a means to inform any necessary improvement actions or highlight and share any areas of good practice.

We will develop robust methods of planning and evaluation so that our prevention work is aligned with local and national priority needs and our impact on communities is maximised and understood.

In addition to evaluation, we will also continue to learn through the investigation of fires. Our fire investigators fully and professionally investigate and report on the causes and contributory factors in relation to significant fires throughout Scotland. Research can then be carried out, providing valuable data and information internally within the Service, and to external partners. This can then be used to inform future prevention, protection and emergency response arrangements.

> **Objectives 1.4** We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

False alarms continue to account for more than half of the incidents we attend. The majority of these calls are generated by automatic fire alarm systems. We encourage the use of automatic fire detection as they help save lives and protect buildings. However, unnecessary false alarms are a drain on our resources and present undue risk for the public from appliances responding to these calls under blue light conditions. They can also cause disruption to people and negatively impact on business continuity potentially affecting business growth.

We will work with duty holders to reduce this type of incident and to reduce the risk to communities and our people through minimising unnecessary blue light journeys. This will allow us to maintain the availability of resources where they are needed most, and increase the time available for operational personnel to undertake training and community safety activities.

Associated Transformation Projects:

- Safe and Well
- SFRS Futures Vision
- Retained and Volunteer Duty System Strategy
- Rural Full Time Posts
- Demand Based Watch Duty System
- SFRS Youth Volunteer Scheme

> **Outcome 2** Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland**.**

> **Objectives 2.1** We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

To enable us to prepare for an effective response we first need to know what the potential risks to communities are, and then ensure we have the most appropriate balance and distribution of capabilities to address them.

Following a comprehensive review we have distributed a range of specialist rescue equipment across Scotland, positioned where it will be most effective. We will now undertake a longer term exploratory review of what Scotland may look like in the future, Our Futures Vision. We will look at factors such as economic development, infrastructure and housing proposals, and population projections to understand what changes we may need to make to our operational footprint to be able to respond to any new or changing demands.

> **Objectives 2.2** We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

To realise greater efficiencies we need to review our operating model and duty systems to build in flexibility, reconfiguring resources to where and when they are needed most today. Our people, partners and communities will be fully consulted about any changes we propose.

We also need to take further steps to reconsider the role of firefighters in today's society. Using our widely dispersed resources to support our partners, and increase life chances in roles such as emergency medical response, we could significantly contribute to improving a wider range of community outcomes.

Where it is right that we are able to save more lives in different ways, it is also right that our firefighters are appropriately trained, equipped and have terms and conditions reflective of doing so. We will work closely with staff representative bodies to negotiate terms and conditions to allow these developments to happen.

We have already made some advances in changing the types of appliances and firefighting technology we use.   To strengthen our rural firefighting capabilities Rapid Response Units have joined our fleet. These bespoke smaller appliances are fitted with state of the art equipment that can create safer working conditions for our firefighters. We will continue to explore and embrace such technological advances and new ideas which provide a safer environment for our firefighters as we enhance safety within all the communities of Scotland.

Objectives 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Together with our partners, we assess risks, prepare for and respond to any significant threats or major emergencies. National and regional resilience partnerships, in which we continue to play a key part, coordinate the preparation of risk registers and response plans and arrange vital joint training and exercising events.

Through the Joint Emergency Services Interoperability Principles (JESIP) programme we will also seek to learn valuable lessons and improve how we can work together across command and control structures at the early stages of an incident. This will enable us all to understand each other's capabilities so that we can launch a swift and integrated response whenever and wherever emergencies occur.

Our local teams will continue to support local resilience partnerships to build capacity within communities so that they are prepared and can go some way to help themselves during an emergency situation. We will also help build confidence so that they have the ability to return to normality as quickly as possible after an event.

Objectives 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

To assure our own resilience, significant investment has been made in our command and control infrastructure. Three modern Operations Control rooms have been established to take calls from all over Scotland. Further investment has more recently been made to procure a new command and control mobilising system which will further enhance our resilience and emergency call handling capability.

We are also actively involved in the Home Office's Emergency Services Mobile Communications Programme (ESMCP). This programme was established to replace the current communications network used by the emergency services across the UK. We will work within robust governance arrangements with a range of partners to ensure this critical and complex migration is a success for Scotland.

Associated Transformation Projects:

- SFRS Futures Vision
- Rapid Response Units
- Rural Full-Time Posts
- Retained and Volunteer Duty System Strategy

- Urban On-Call
- Emergency Medical Response
- Demand Based Watch Duty System
- Concept of Operations for Terrorist-Related Incidents

> **Outcome 3** We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services.

> **Objectives 3.1** We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

We aspire to be an employer of choice. This means we will create a supportive and rewarding workplace environment which attracts and retains the best people to deliver our responsibilities and ambitious programme of change.

To succeed we need leaders throughout the Service who think, plan and act as community leaders in their operational roles and in working with our partners. We are committed to developing adaptable leaders and equipping them to work across organisational boundaries and to solve complex problems with our partners and communities. We recognise that culture is a key determinant of success, and that leaders who demonstrate strong engagement, communication, collaboration and motivational skills will be a vital part of securing that success.

To be successful in fulfilling our strategic objectives, we will maintain dynamic resourcing and workforce plans which are fully aligned to our business and budget planning processes. These plans will be supported by policies, procedures and practices to ensure the fair and inclusive recruitment, development and retention of committed, talented people.

We are committed to securing a diverse workforce which is representative of the communities we serve. Historically this has been difficult to realise for operational roles within fire and rescue services. By expanding firefighter roles we want to attract a wider range of people into operational roles in the future. We will also continue to explore new and innovative resourcing and development methods, including 'positive action' techniques to encourage and enable underrepresented groups to apply to work for us and to seek promotion opportunities.

We are also committed to delivering the best possible benefits packages for all staff who work for the SFRS. We will continue to work with representative bodies to secure appropriate terms and conditions which are fair and reflective of expanding job roles. We will also look to implement further policies that will promote a healthy work life balance and as a consequence increase motivation and productivity, and support good mental health.

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Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

To ensure we have the capability and skills to deliver first class frontline and supporting services we will invest in excellent training facilities and arrangements. We will embed different learning pathways to ensure all our people have access to development opportunities to keep them safe and to support them to fulfil their potential. We will develop our approach to transferring knowledge across the Service ensuring our staff have access to the best practices, learning and information on what works in delivering our priorities.

As we continue to evolve, we will ensure we have empowered, ethical and values based leaders at every level to inspire greater workforce diversity. Challenging existing ways of doing things and innovation will be encouraged and supported so that we can be more progressive in how we meet our current and future challenges.

By embedding effective succession planning we will be able to identify potential leaders for the future, providing opportunities for them in our leadership development programmes, so that they have the right skills to succeed. In doing so developing staff who are multi skilled, flexible, and results orientated in how they work and in how they develop in their current roles and into the future.

Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

The safety of our people is paramount and we have created a strong proactive health and safety culture to protect them. Being appropriately trained, and having access to the right information and support is essential to our people's safety and we are fully committed to ensuring we have the resources in place to support that. We will also continue to improve our management information systems so that we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.

The nature of our Service is such that firefighters, and other members of staff, can be exposed to traumatic and challenging situations. We know that non-work related matters can also impact on the wellbeing of people. In recognising these psychological pressures our people sometimes work under, we are fully committed to creating a mentally healthy environment within which all can work and prosper. We are committed to ensuring mental

health is mainstreamed across everything we do and is fully integrated within our culture. To ensure we succeed we will structure, resource and manage our interventions to provide the support our people need to best equip them to meet the challenges they face.

> **Objectives 3.4** We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

To know if we are getting it right as an employer, we have made a promise to carry out a staff survey every two years. We are fully committed to taking action on what our people say and have used the results of the 2018 staff survey to help shape this Strategic Plan.

As we develop more detailed plans to achieve our strategic objectives, and as we continue on our journey of transformation, we will put in place robust change management practices so that our people can get involved in the decisions that matter to them. We will share information at appropriate stages and give our people the opportunity to participate in the design of services through safe and open communication channels.

Board meetings will also be regularly held in different towns or cities around Scotland, giving the opportunity for local teams, local partners and communities to engage with Board members and senior leaders on national policy and unique local issues.

Associated Transformation Projects:

- Terms and Conditions
- SFRS Futures Vision
- Retained and Volunteer Duty System Strategy
- Rural Full Time Posts
- Demand Based Watch Duty Systems

Outcome 4 We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

The National Performance Framework has been designed to link with and promote the Scottish Government's commitment to the United Nation's Sustainable Development Goals. These aim to improve wellbeing across the world. We already undertake many activities that contribute to social equality, economic viability and environmental protection, which are the bedrock to sustainable development. Our commitment as a Service to minimise our direct impact on the environment is strong. We will put detailed plans in place for how we will achieve this. We will work with partners across the public service and beyond in developing our approach and in achieving our ambitions.

Through the implementation of a SFRS Sustainable Development Framework, we will communicate a clear plan from which to showcase and report on the wide range of activities which contribute to sustainable development nationally – in essence making global goals our business.

Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

We manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified responsibilities. Good governance assures a blend of value for money and accountability with transparent decision making and probity. To respond effectively to emerging risks and challenges and to further strengthen our governance arrangements, we will explore how we can develop more predictive insights and improve evidence led decision making.

This will support improved management of risk which is a fundamental element to successful business administration. Through increased integration with planning and performance management systems, and within the day to day culture of the organisation, we will enhance our ability to identify and respond appropriately to a variety of political, operational, financial and legal risks to safeguard our resources and reputation.

> **Objectives 4.3** We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

We own or lease a wide range of assets, from land, property and vehicles to operational equipment, ICT and software. These assets are used to support all frontline and supporting activities and must achieve a high level of performance in terms of versatility, reliability, safety and cost.

We are committed to investing in our ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems. We will continue to explore new and innovative ways to use digital technology to realise efficiencies and to ensure our people have access to the right information at the right time to do their jobs well.

We will implement a long term asset management strategy which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets.   This will be done through a comprehensive assessment which will determine the assets that we no longer need, the assets we need to maintain, rationalise or develop, and the new assets we will need to acquire.

> **Objectives 4.4** We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

The introduction of a new performance management system in 2019, will greatly enhance how we manage our performance in the coming years. Moving from the current disparate manual systems to an all in one solution will fundamentally change how our people, across all functions and areas, manage their actions, risks and performance. Having information at the touch of a button will greatly support improved reporting, communications, scrutiny by the Board and other stakeholders, decision making and realising efficiencies through the removal of duplication throughout the organisation.

We will also employ measured and cumulative actions to improve what we do. We will foster a culture where our people are empowered to use their skills and experience to make improvements in their work. Processes will be embedded to enable lessons learned and good practice to be widely shared with colleagues across the organisation.

The design of our services, systems and processes will also be regularly reviewed to ensure they are delivered in the most efficient, effective and safe way. To support the outcomes of any reviews and subsequent progression of any areas for improvement, we will maintain strong governance assurance arrangements.

Associated Transformation Projects:

- SFRS Youth Volunteer Scheme
- Climate Change
- Station and Appliance Review

TELL US WHAT YOU THINK

This draft Strategic Plan 2019-22 sets out what our broad ambitions will be over the next three years. Your views are important to us and you are invited to tell us what you think of our approach.

The formal consultation for this draft Strategic Plan opened on **Thursday 9 May 2019 and will run until Thursday 18 July 2019**. To ensure we review and manage all responses consistently please feedback to us using our online survey. This can be accessed at firescotland.citizenspace.com. After the consultation is closed we will publish the results.

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

Write to:	Scottish Fire and Rescue Service Headquarters
		Westburn Drive
		Cambuslang
		G72 7NA

Phone:	0141 646 4501
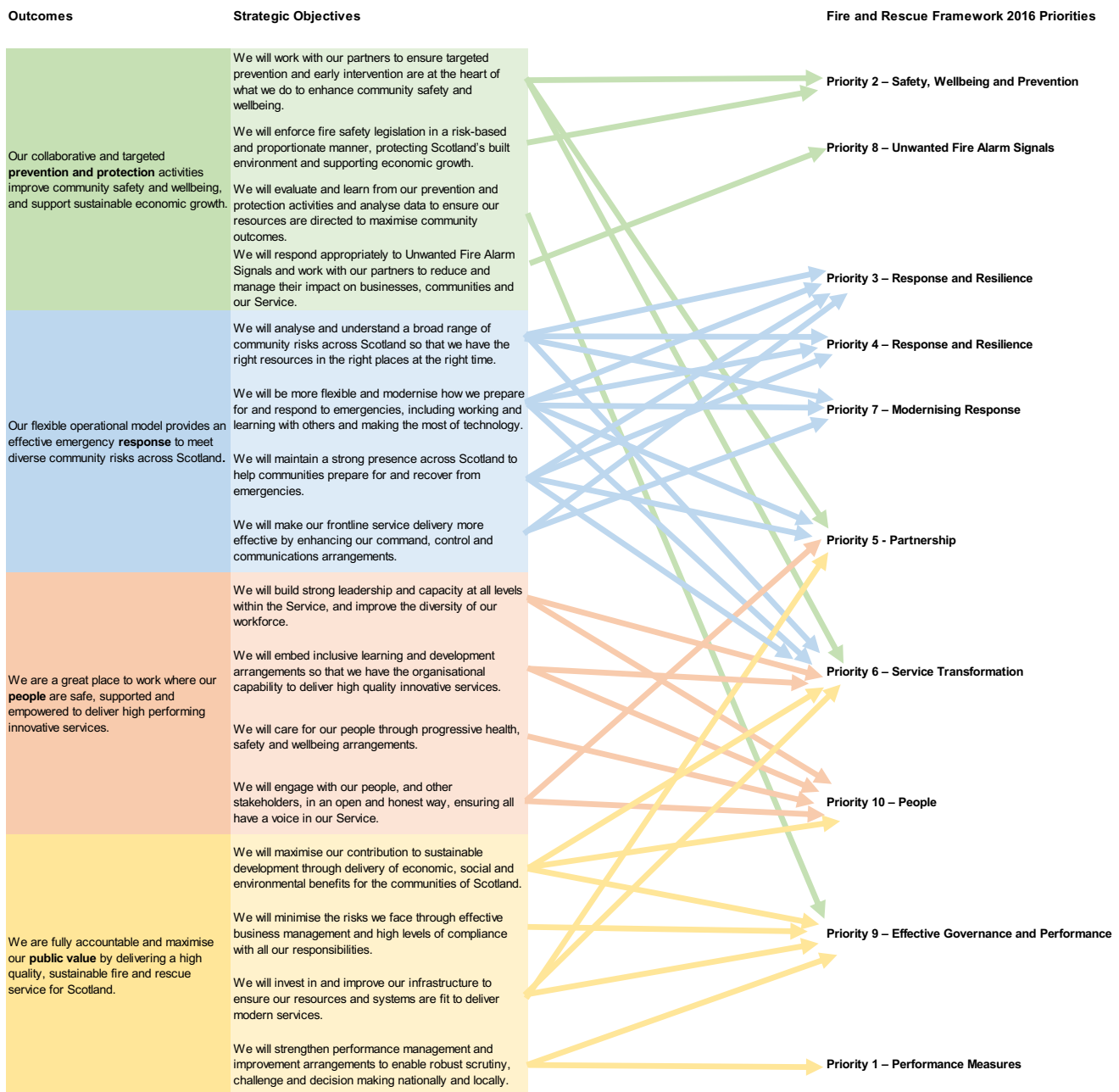
Email:	SFRS.StrategicPlan@firescotland.gov.uk

Visit our website:	www.firescotland.gov.uk

Follow us on Twitter		@fire_scot

Like us on Facebook		Scottish Fire and Rescue Service

Follow us on Instagram		@fire_scot

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

Outcomes

Strategic Objectives

Fire and Rescue Framework 2016 Priorities

Our collaborative and targeted **prevention and protection** activities improve community safety and wellbeing, and support sustainable economic growth.

We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland.

We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.

We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services.

We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

We will care for our people through progressive health, safety and wellbeing arrangements.

We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

Priority 2 – Safety, Wellbeing and Prevention

Priority 8 – Unwanted Fire Alarm Signals

Priority 3 – Response and Resilience

Priority 4 – Response and Resilience

Priority 7 – Modernising Response

Priority 5 - Partnership

Priority 6 – Service Transformation

Priority 10 – People

Priority 9 – Effective Governance and Performance

Priority 1 – Performance Measures

North Ayrshire Performance Summary Report
Reporting Period: 1 Apr - 31 March 2019

POLICE SCOTLAND
Keeping people safe

Total Crime   2.3%   10,954 crimes

Incidents Recorded	**Common Assault**	**Overall Dishonesty**	**Domestic Abuse**
2.8%	9.1%	4.2%	1.1%
44,318	1478	2769	1018
Overall Violent Crime	**Sexual Crime**	**Road Traffic Casualties**	**Disorder Complaints**
7.6%	20.6%	10.4%	0.3%
1608	298	146	6603
Missing People	**Counter Terrorism**		**Housebreaking**
33.1%	SEVERE		0.9%
484	The threat level from INTERNATIONAL TERRORISM remains at SEVERE meaning an attack is highly likely.		332

*All data provided is for the period 1 Apr –2018 - 31St March 2019 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 at 7/5/19.

North Ayrshire
Performance Summary Report
Reporting Period:
1 Apr 18 to 31 March 2019

Introduction

I am pleased to present this report to the Police Fire and Rescue Committee for its information and consideration.

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

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

Unless stated otherwise numerical comparisons are to the same period in the previous year to date.

NORTH AYRSHIRE POLICING PRIORITIES 2018-2021

1 Drug dealing and misuse

2 Violence, disorder and antisocial behaviour

3 Dishonesty

4 Road Safety

5 Protecting People At Risk Of Harm

| PRIORITY AREA	EXECUTIVE SUMMARY
Drug supply and misuse	Throughout the financial year Serious and Organised crime, including the supply of drugs has continued to be a focus across Pan Ayrshire. Within the North Ayrshire area there has been an overall reduction in the number of drug supply offences detected but a marked increase in the number of person detected for possession of drugs.
Violence, Disorder & ASB	Serious violent crime has reduced this year with fewer serious assaults occurring. Robbery and common assaults increased as did the number of assaults on Police Officers and Emergency workers.
Dishonesty	Overall crimes of dishonesty reduced and the significant reduction in Housebreaking has been maintained with further decreases in vehicle crime observed.
Road Safety	Casualties on the roads of North Ayrshire have reduced this year and there has also been a sizable increase in the number of people detected for drink/drug driving
Protecting people at risk of harm	Reported crimes of a sexual nature continue to rise in line with other parts of Ayrshire and across other areas of Scotland. High profile cases alongside increased public confidence and greater misuse of social media platforms are considered to be important factors.

POLICE SCOTLAND'S POLICING PRIORITIES 2018-19

1 Violence, disorder and antisocial behaviour
2 Serious Organised Crime
3 Counter Terrorism and Domestic Extremism
4 Protecting People at Risk of Harm
5 Road Safety and Road Crime
6 Acquisitive Crime

# DEMAND ANALYSIS

CRIME	PYTD*	CYTD*	INCIDENTS	PYTD	CYTD
Total Crimes & Offences	10,704	10,954	Total number of incidents	43,108	44,318
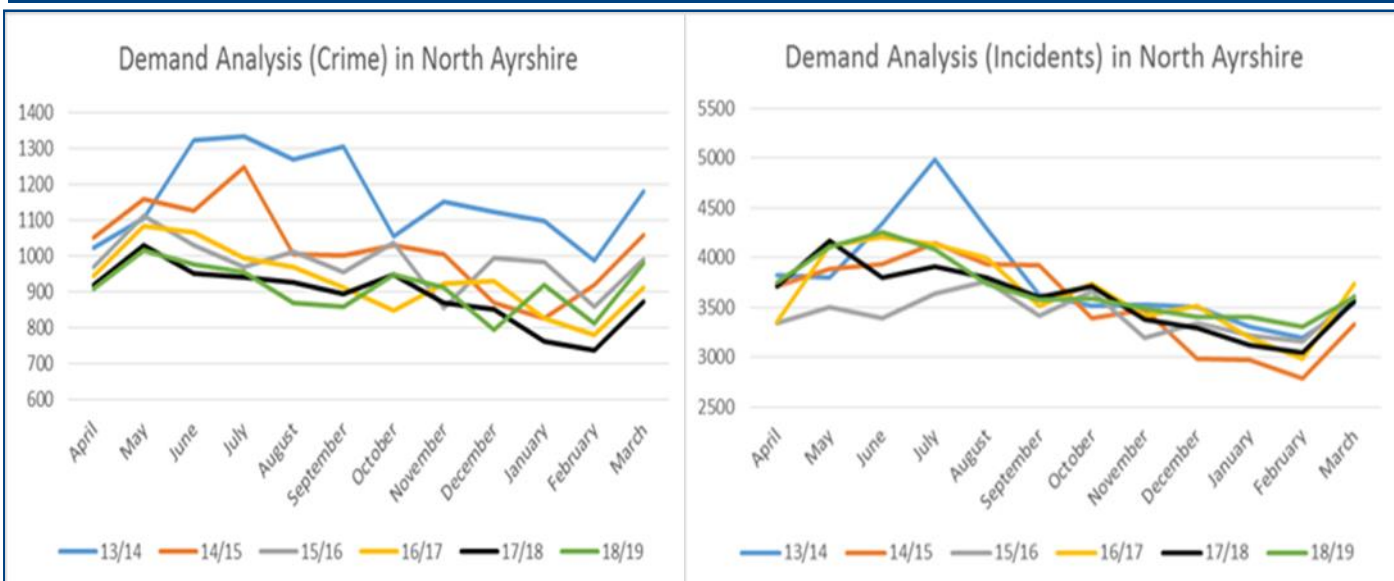
The graph above shows the numbers of crimes and incidents recorded in North Ayrshire from 2013/14 to the current year. Overall crime has seen a small rise this year with the number of incidents rising by 2.8%. The increase in priority 1 and 2 calls is about 5%.
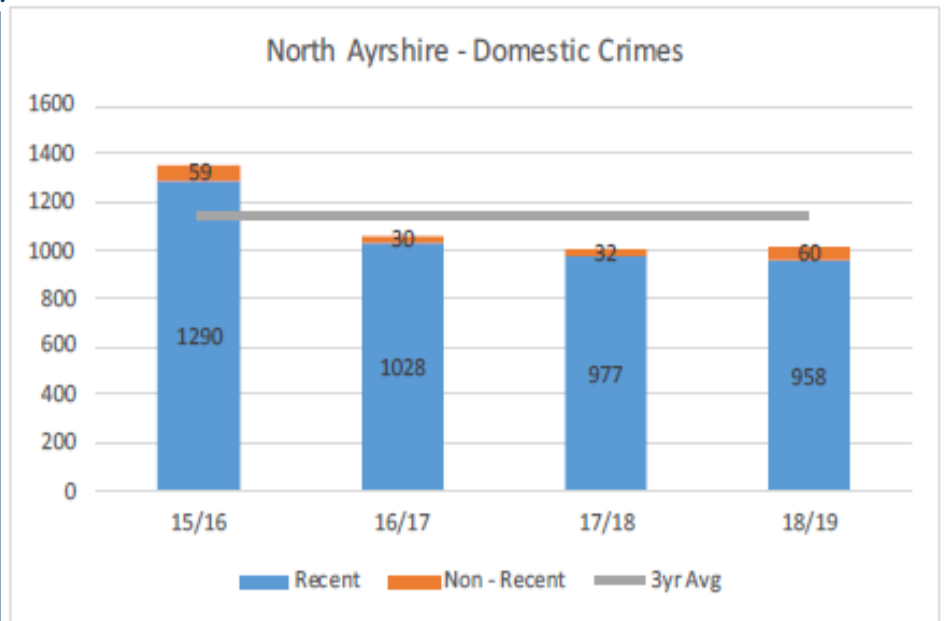
DOMESTIC ABUSE - DATA OVERVIEW
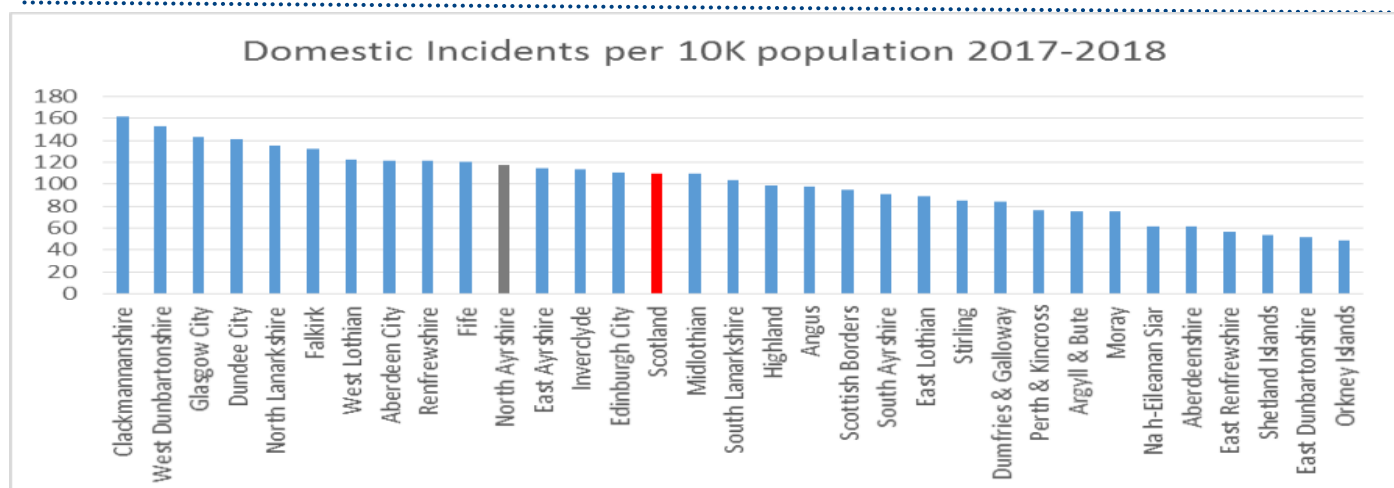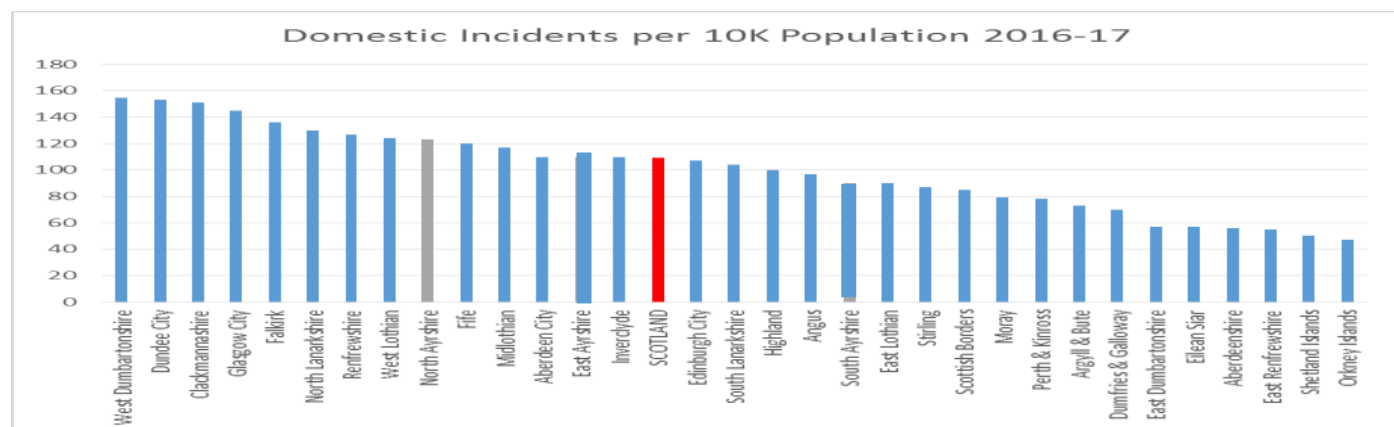
DOMESTIC ABUSE - DATA OVERVIEW

CONTEXT:

The level of domestic abuse crime remains below the 3 year average and also shows an increase in the number of non recent reports of domestic abuse that have been investigated this year.
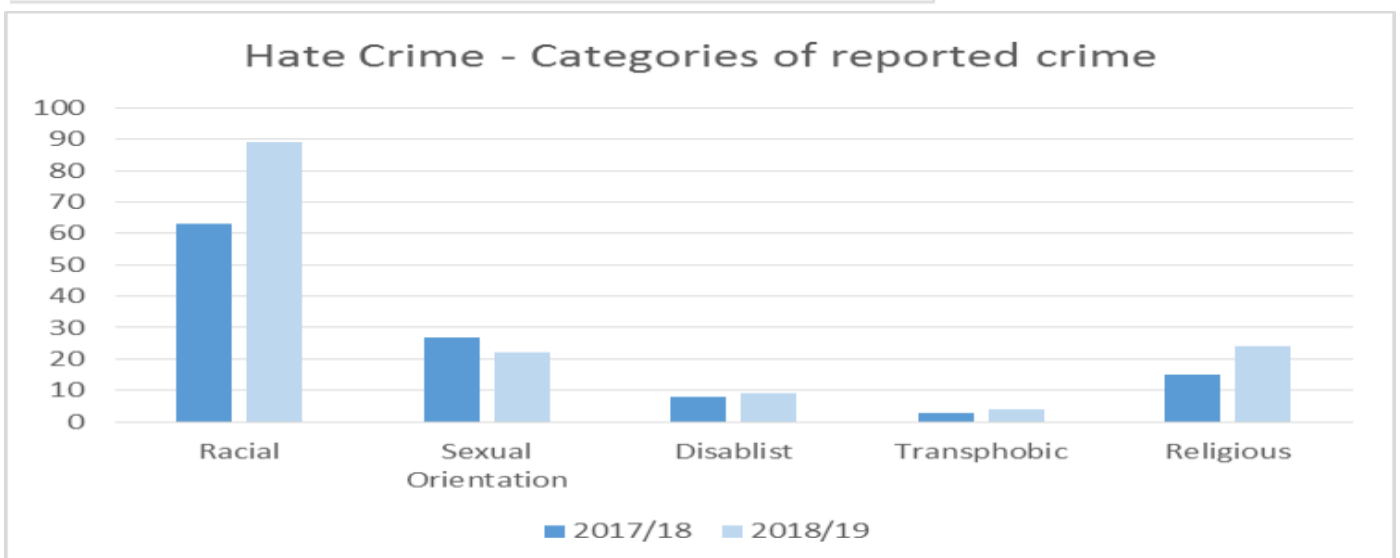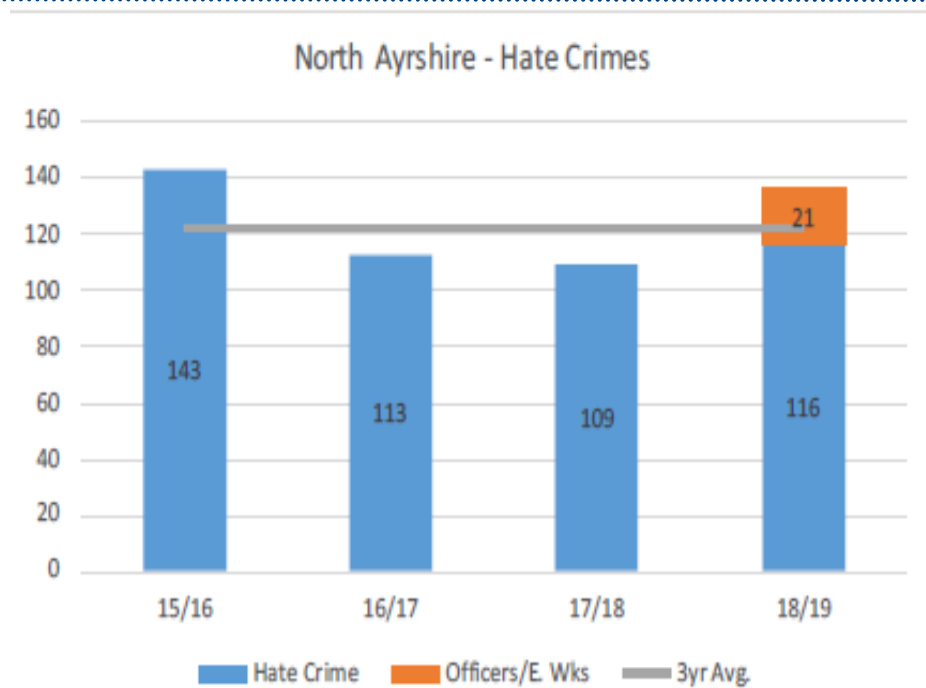
North Ayrshire - Domestic Crimes

Legend: Recent | Non - Recent | 3yr Avg

Values shown:
- 15/16: Recent 1290, Non-Recent 59
- 16/17: Recent 1028, Non-Recent 30
- 17/18: Recent 977, Non-Recent 32
- 18/19: Recent 958, Non-Recent 60

HATE CRIME - DATA OVERVIEW

North Ayrshire - Hate Crimes

Legend: Hate Crime | Officers/E. Wks | 3yr Avg.

Values shown:
- 15/16: 143
- 16/17: 113
- 17/18: 109
- 18/19: 116, Officers/E.Wks 21

CONTEXT:

Reports of Hate crimes have increased this year and we have separated the number of such crimes against our officers and Emergency worker colleagues.

National work continues to promote our response to such crimes to continues to build confidence in local communities to report these type of crimes.

Hate Crime - Categories of reported crime

Legend: 2017/18 | 2018/19

Categories: Racial | Sexual Orientation | Disablist | Transphobic | Religious

VIOLENCE, DISORDER & ANTISOCIAL BEHAVIOUR - DATA OVERVIEW

1 APRIL 2018 TO 31 Mar 2019 - OBJECTIVE: Reduce the number of victims of violent crime

NB figures to 31 March 2019	Robbery				Serious Assault			
WARD	PYTD	CYTD	Det	% Det	PYTD	CYTD	Det	% Det
Irvine	13	13	4	31%	34	32	21	66%
Kilwinning	9	3	1	33%	10	8	5	63%
Three Towns	10	21	16	76%	35	35	20	57%
Arran	0	0	0	0	1	1	1	100%
Garnock Valley	0	5	5	100%	16	6	7	117%
North Coast Cumbraes	1	0	0	0%	10	7	7	100%
TOTAL	33	42	26	62%	106	89	61	69%

North Ayrshire - Robberies

North Ayrshire - Common Assaults
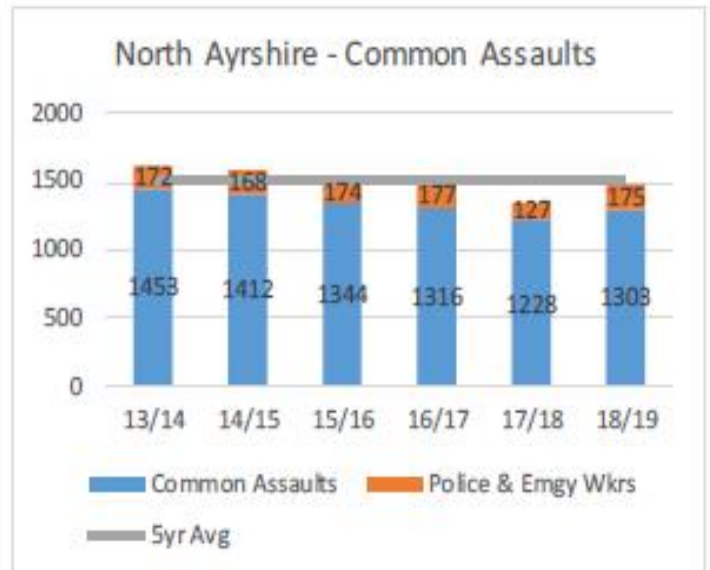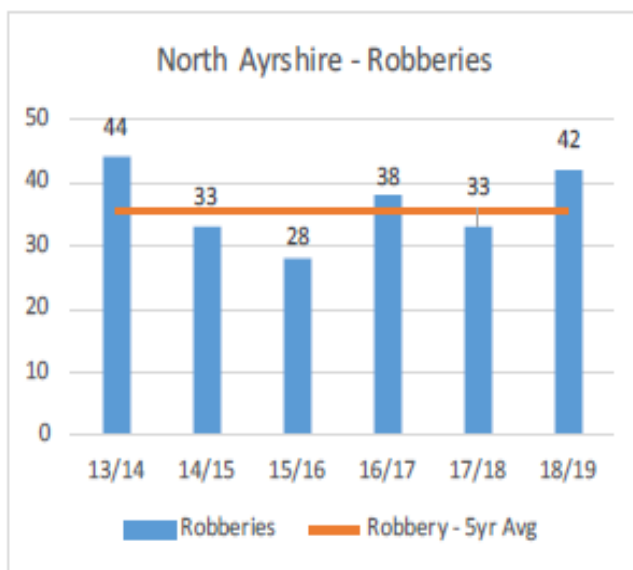
CONTEXT:
Overall serious violence has reduced over the year. Robbery has increased with a substantial number occurring in private dwellings between people known to each other. Common Assault has risen from the record low of last year but remains in line with the 5 year average.

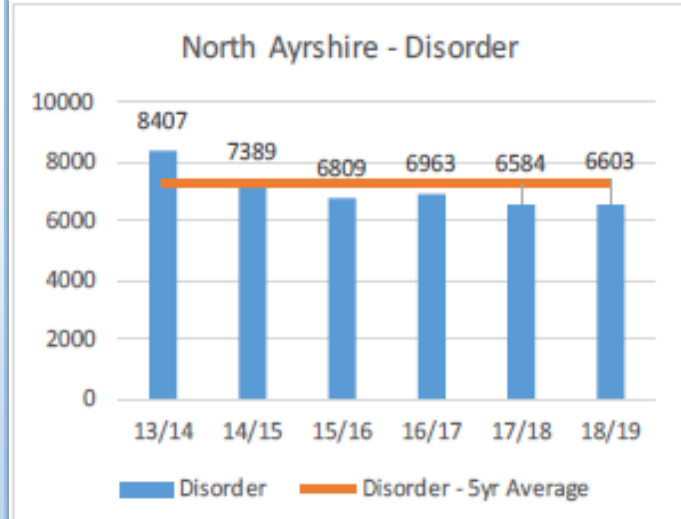## OBJECTIVE: Tackle rowdy and drunken behaviour in public places
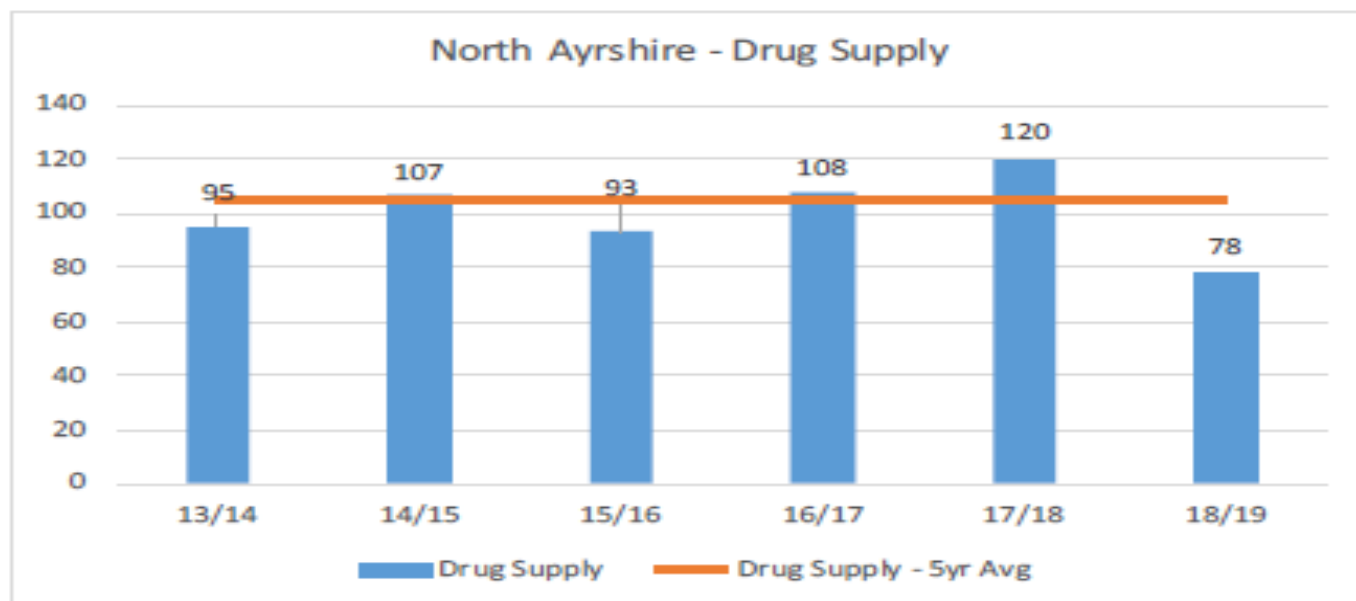
Disorder
0.3 %

CONTEXT:

The level of Disorder has seen a small increase but continues to remain well below previous years.

Partnership work through our Prevention 1st approach continues to identify issues and seeks multi-agency solutions.

North Ayrshire - Disorder

SERIOUS ORGANISED CRIME - DATA OVERVIEW

North Ayrshire - Drug Supply

CONTEXT:

Fewer people have been detected for supplying drugs in North Ayrshire this year but our activity remains focused on this matter. We continue to gather intelligence, seek warrants to enter premises and whilst the quantities of drugs recovered on occasions has been below the threshold for classifying as supplying it is recognised that overall detections for drug crimes has risen this year.

Ayrshire Division will continue to prioritise drugs misuse and the issues it causes within local communities.

TERRORISM & DOMESTIC EXTREMISM

CONTEXT: The UK threat level remains at SEVERE, which means an attack is highly likely and the current threat level for Northern Ireland related terrorism in Britain is SUBSTANTIAL, meaning an attack is a strong possibility.

PROTECTING PEOPLE AT RISK FROM HARM - DATA OVERVIEW

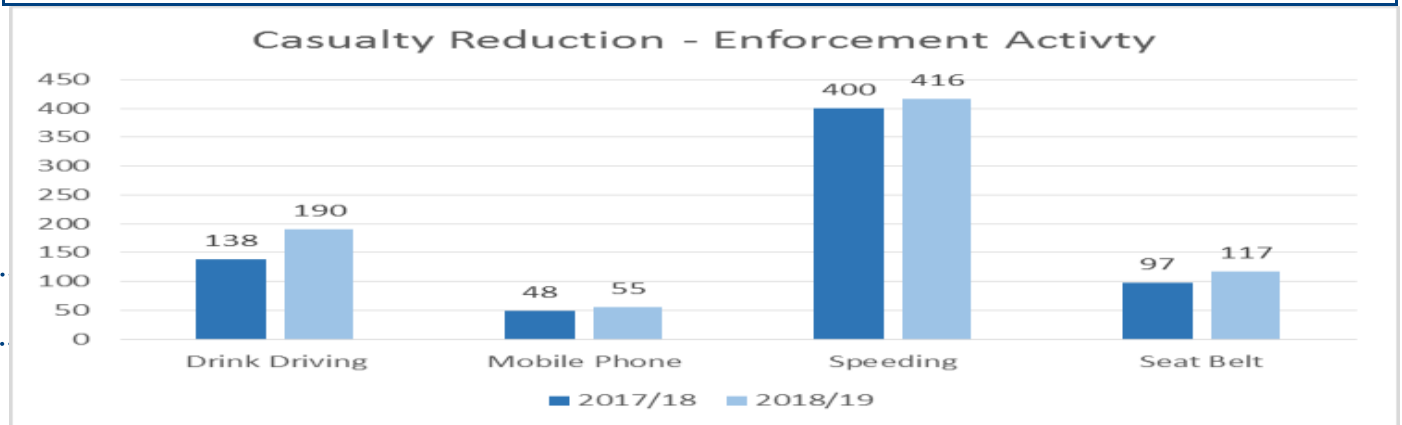North Ayrshire - Sexual Offences

CONTEXT:

The increase in reporting of sexual crimes, both recent and non recent, remains consistent with other areas of Ayrshire and elsewhere in Scotland.

ROAD SAFETY & ROAD CRIME - DATA OVERVIEW

PRIORITY: REDUCE THE NUMBER OF PERSONS KILLED OR INJURED ON OUR ROADS

Road Traffic Casualties		01/04/17 31/3/18	01/04/18 - 31/3/19
	Number of persons killed on our roads	4	2
	Number of persons seriously injured	42	39
	Number of persons slightly injured	117	105
	Number of children seriously injured	163	146

Road Traffic Data - PYTD 1st April 2017-31st March 2018 CYTD 1st April 18 - 31 March 2019

Casualty Reduction - Enforcement Activty

	2017/18	2018/19
Drink Driving	138	190
Mobile Phone	48	55
Speeding	400	416
Seat Belt	97	117

HOUSEBREAKING— DATA OVERVIEW

WARD	Crimes PYTD	Crimes CYTD	Detected	Dwelling House	Non-dwelling domestic	Other
Irvine	92	121	23	49	22	50
Kilwinning	42	27	8	11	3	13
Three Towns	92	106	29	49	14	43
Arran	2	1	0	0	0	1
Garnock Valley	64	50	11	23	9	18
North Coast Cumbraes	43	27	9	16	2	9
TOTAL	335	332	80	148	50	134

Context:

The reduction in the numbers of housebreaking crimes has been sustained this year and the detection rate has increased.

PUBLIC CONFIDENCE: COMPLAINTS & USER SATISFACTION

COMPLAINTS ABOUT THE POLICE

Data from 1 April 2018 – 31st March 2019

Quality of Service Allegations	48
On Duty Allegations	122
Off Duty Allegations	0
Total Allegations	170

Quality of Service Allegations

Policy/Procedure	10
Service Delivery	16
Service Outcome	22
Total	48

On Duty Allegations

Unlawful Arrest	Assault	Corrupt Practice	Discrimination	Excessive Force	Incivility	Irregularity in Procedure	Neglect of duty	Oppressive Conduct	Other Criminal	Other Non Criminal	Traffic	Total
5	1	0	0	11	39	58	3	2	2	1	0	122

Off Duty Allegations

Unlawful Arrest	Assault	Corrupt Practice	Discrimination	Excessive Force	Incivility	Irregularity in Procedure	Neglect of duty	Oppressive Conduct	Other Criminal	Other Non Criminal	Traffic	Total
0	0	0	0	0	0	0	0	0	0	0	0	0

NORTH AYRSHIRE COUNCIL

21 May 2019

Police Fire and Rescue Committee

Title:	**Police Scotland Survey/Consultation** **Shaping our direction and delivery 2019- 2022 survey**
Purpose:	To advise the Committee of the response submitted in response to the survey/consultation.
Recommendation:	That the Committee notes the response submitted.

1.   Executive Summary

1.1   Police Scotland issued a request for responses to a survey from the public and strategic partners on shaping the police service over the next three years.

1.2   The response required to be lodged by 18th March 2019, prior to the next meeting of the Committee. The purpose of this report is to advise the Committee of the response that was submitted in consultation with the Chair of the Committee

2.   Background

2.1   Police Scotland were undertaking a survey and looking for responses from the public and strategic partners on shaping the police service for the next three years.

The consultation sought responses on the following broad areas:-

Policing priorities
Keeping People Safe
Communities at the heart of policing
Contacting and talking to us
Supporting our people
Meeting Demand

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

2.3   In summary, the priorities highlighted by Police Scotland reflect the direction of travel required to provide a modern, comprehensive, proactive and responsive police service. The Council welcomed the priorities suggested by Police Scotland and

confirmed that the Council looks forward to working in partnership with the Police to improve outcomes for our communities.

3. Proposals

3.1 That the Committee notes the response submitted to Police Scotland.

4. Implications/Socio-economic Duty

|	
Financial:	There are no Financial Implications arising from this report.
Human Resources:	There are no Human Resources Implications arising from this report.
Legal:	There are no Legal Implications arising from this report.
Equality/Socio-economic Duty:	Police Scotland will assess the outcomes of the survey and consultation exercise for equality, diversity and socio-economic outcomes.
Children and Young People:	The consultation exercise and its outcome will benefit children and young people by addressing and preventing crime leading to safer environments and communities for children and young people.
Environmental & Sustainability:	There are no Environmental Implications arising from this report.
Key Priorities:	The response to the consultation contributes to the Council priorities of working together to develop stronger communities and supporting all of our people to stay safe healthy and active.
Community Benefits:	N/A

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
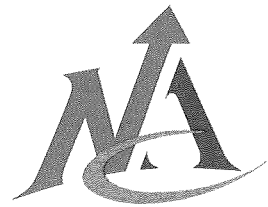
Police Scotland
Shaping our direction and delivery 2019- 2022 survey
Response from North Ayrshire Council

Background and Consultation Request

Police Scotland are undertaking a survey and looking for responses from the public and strategic partners on shaping the police service for the next three years.

The consultation seeks responses on the following broad areas:-

Policing priorities
Keeping People Safe
Communities at the heart of policing
Contacting and talking to us
Supporting our people
Meeting Demand

Response from North Ayrshire Council

This response provides some general or high level feedback on the consultation request. 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 in accordance with the principles of the Christie Commission and welcomes the police consultation.

The priorities highlighted reflect the direction of travel required to provide a modern, comprehensive, proactive and responsive police service. They will assist in keeping people safe. It is important that a comprehensive action plan is put in place to deliver the priorities and that governance and accountability should form a key part in monitoring the effectiveness of the strategy which is developed.

Steps should be taken, not only to tackle crime but to reassure communities and help them to feel safe from the threats that they perceive. It is important to invest in resources and skills to address emerging threats to public and community wellbeing. Visibility and approachability in the local communities will foster good relationships and build community confidence and cooperation. Awareness raising of preventative measures communities can take, may assist with reducing demand. Consideration should be given to working with partners, including the third sector, to reduce re-offending and initiatives should be pursued to explore alternative rehabilitation programmes. Local commanders should be empowered to deliver services according to local needs and demands and embrace partnership working.

disability
confident
EMPLOYER

There is a need to ensure that resources are targeted towards the differing needs and agreed priorities for communities. This requires focus on outcomes not processes, rejecting a 'one size fits all' approach, and involving communities in agreeing priorities and supporting delivery of those priorities. This in turn will improve outcomes and protect people from harm.

It is vital that a prompt, approachable and responsive service is provided. Initiatives for information gathering and sharing to foster public confidence and community engagement should be promoted and developed which may provide dividends by leading to a reduction in demand and co-operation. Early intervention initiatives, in cooperation with partners, should be pursued to reduce crime. Education programmes in schools, community meetings and events should be promoted. Continued development of the use of social media platforms for information sharing will reach a wide audience.

All public services need to make the best use of resources, in terms of people, process improvement and the developing digital change agenda. It is agreed that people are a vital resource to the Police and that a well motivated and supported staff will provide a proactive and responsive service to our communities. Investment in the development of the workforce and provision of the necessary resources will enable staff to reach their potential, prepare them to meet current and new challenges as well as the expectations of the communities.

Conclusion

The Council welcomes the priorities suggested by Police Scotland and looks forward to working in partnership with the Police to improve outcomes for our communities.

Aileen Craig
Senior Manager Legal Services
North Ayrshire Council

NORTH AYRSHIRE COUNCIL

21 May 2019

Police Fire and Rescue Committee

Title:	**Scottish Police Authority Annual Review of Policing Consultation**

Purpose:	To advise the Committee of the annual review and seek views on response to the consultation.
Recommendation:	That the Committee considers the consultation request and instructs that a response be submitted.

1.   Executive Summary

1.1   The Scottish Police Authority (SPA) is preparing its annual review of policing and seeks the views of local authorities.

1.2   The response requires to be lodged by 31st May 2019. The purpose of this report is to advise the Committee of the consultation and seek views for inclusion in the response to the consultation request.

2.   Background

2.1   The Scottish Police Authority (SPA) is preparing its annual review of policing and seeks the views of local authorities. The consultation seeks input on how Police Scotland and the Scottish Police Authority have performed over the last year.

2.2   The consultation questions are attached at Appendix 1 for the consideration of the Committee.

3.   Proposals

3.1   That the Committee provides input on the response to be submitted and instructs the Senior Manager, Legal Services, in consultation with the chair of the Committee to submit a response reflecting the views of the Committee to the SPA.

4.   Implications/Socio-economic Duty

Financial:	There are no Financial Implications arising from this report.
Human Resources:	There are no Human Resources Implications arising from this report.
Legal:	There are no Legal Implications arising from this report.
Equality/Socio-economic Duty:	The SPA will assess the outcomes of the consultation exercise for equality, diversity and socio-economic outcomes.
Children and Young People:	The consultation exercise and its outcome will benefit children and young people by addressing and preventing crime leading to safer environments and communities for children and young people.
Environmental & Sustainability:	There are no Environmental Implications arising from this report.
Key Priorities:	The response to the consultation contributes to the Council priorities of working together to develop stronger communities and supporting all of our people to stay safe healthy and active.
Community Benefits:	N/A

5.   Consultation

5.1   The SPA 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

SCOTTISH POLICE AUTHORITY

Local authority views on the year in policing 2018/19

Name of your local authority:

During 2018/19 -

1.   How effective do you think Police Scotland's support for local scrutiny and engagement with your committee has been, in the past year?

2.   How well do you think your local police plan reflected local priorities in 2018/19?

3.   How effective has Police Scotland's reporting against the priorities in your local police plan been, in helping you understand how policing is performing?

4.   During 2018/19, do you think policing's performance in your area has improved, stayed about the same, or has dipped?

5.   What are the top three things about policing in your area, which are working really well?

6.   What are your top three priorities for improvement, linked to policing in your local area?

7.   Are there any examples of good practice or innovation in your local area you want to highlight, and that could be adopted as good practice in other council areas? Please provide details below.

8. What would you like to see the SPA to do more of, to help you in your scrutiny role and to support better local outcomes?

About your local scrutiny arrangements

9. How would you describe your local scrutiny arrangements for policing?

- Dedicated Policing or Police & Fire Scrutiny Committee/ Sub Committee
- Scrutiny committee looking at wider range of services
- Community Safety Committee / Community Planning Sub Committee
- Full Council
- Political lead and strategic discussion at full council or committee, and local discussion at area / neighbourhood level
- Other – please describe

10. How many elected members are regularly involved in your local police scrutiny processes?

11. Is there any additional information or feedback you would like to share?

What we do with this information.

Data you provide will inform an overview in the Annual Review of Policing.

The information provided will not be disseminated to any other third party out with the Scottish Police Authority without written permission. As in previous years we would appreciate your participation in allowing the authority to publish your examples and feedback within the Annual Review of Policing.

Please select below:

I am happy for the information provided to inform the Annual Review of Policing

Yes/ No

I am happy for specific examples and feedback from this local authority to be included in the Annual Review.

Yes/ No

Details of our Privacy Statement can be found at:

http://www.spa.police.uk/about-us/privacy/

Thank you for taking the time to provide feedback. Responses and any queries should be sent to SPACommunityAccountability@spa.pnn.police.uk by **Friday 31st May.**

If you have any queries or comments about the process, please contact the Community Accountability Team Eleanor Gaw, 01786 896886 or Fiona Miller 01786 896 966.