

A meeting of the Local Police and Fire Scrutiny Committee will be held on Thursday 24 March 2022 at 3pm within the Municipal Buildings, Greenock.

Members may attend the meeting in person or via remote online access. Webex joining details will be sent to Members and Officers prior to the meeting. Members are requested to notify Committee Services by 12 noon on Wednesday 23 March 2022 how they intend to access the meeting.

In the event of connectivity issues, Members are asked to use the *join by phone* number in the Webex invitation and as noted above.

Please note that this meeting will be live-streamed via YouTube with the exception of any business which is treated as exempt in terms of the Local Government (Scotland) Act 1973 as amended.

Further information relating to the recording and live-streaming of meetings can be found at the end of this notice.

IAIN STRACHAN
Head of Legal & Democratic Services

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	PERFORMANCE MANAGEMENT	
2.	Police Scotland Performance Report	P
	NEW BUSINESS	
3.	Scottish Fire and Rescue Service – Long Term Vision Report	P
4.	Local Police and Fire Scrutiny Committee Update Report Report by Corporate Director Education, Communities & Organisational Development	P
	The documentation relative to the following item has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in paragraphs 8, 9 & 12 of Part I of Schedule 7(A) of the Act.	
5.	Public Space CCTV Contract Report by Interim Director Environment and Regeneration	P

The reports are available publicly on the Council's website and the minute of the meeting will be submitted to the next standing meeting of the Inverclyde Council. The agenda for the meeting of the Inverclyde Council will be available publicly on the Council's website.

Please note: this meeting may be recorded or live-streamed via You Tube and the Council's internet site, where it will be capable of repeated viewing. At the start of the meeting the Provost/Chair will confirm if all or part of the meeting is being recorded or live-streamed.

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If you are participating in the meeting, you acknowledge that you may be filmed and that any information pertaining to you contained in the recording or live-stream of the meeting will be used for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public. In making this use of your information the Council is processing data which is necessary for the performance of a task carried out in the public interest. If you are asked to speak at the meeting then your submission to the committee will be captured as part of the recording or live-stream.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact the Information Governance team at dataprotection@inverclyde.gov.uk.

Enquiries to - Lindsay Carrick - Tel 01475 712114

Inverclyde

Performance Summary Report

Reporting Period: 01/04/21 - 31/01/22



Total Crime


-15%

4,838 Crimes

Incidents Recorded

-12.9%

15,581

Common Assault

-8.7%

519

Overall Dishonesty

-10.5%

980

Domestic Abuse Incidents

-9.8%

680

Overall Violent Crime

-9.3%

598

Sexual Crime

-18.4%

105

Road Traffic Casualties

-5%*

38 *against PYTD

Disorder Complaints

-25.1%*

2,739*against PYTD

Missing People

+81.4%*

78 *against PYTD

Counter Terrorism



The threat level from INTERNATIONAL TERRORISM has been changed from Severe to Substantial —an attack has been deemed as likely to occur.

Housebreaking





-41.3%

92

*All data provided is for the period 1 April 2021 - 31 January 2022 unless otherwise stated. All statistics are provisional and should be treated as management information. All data have been extracted from Police Scotland internal systems and are correct as of 14/02/2022

INVERCLYDE POLICING PRIORITIES 2018-2022

- 1 Drug dealing and drug misuse
- 2 Violence and antisocial behaviour
- 3 Dishonesty
- 4 Road Safety

PRIORITY AREA	EXECUTIVE SUMMARY
Drug supply and misuse 	<p>Drug dealing and misuse continues to be a priority area for our attention in Inverclyde as communities tell us they are concerned about the harm caused. Although our detections for drug supply are lower than last year we have been proactive in addressing this issue. We continue to gather intelligence for further enforcement action in Inverclyde, however we manage this from a Divisional perspective as criminals do not recognise Local Authority boundaries. 26 drug supply detections in Inverclyde however, an additional 11 drug supply charges have been reported in the current year, with forensic analysis results of seized drugs currently awaited, potentially bringing the current year's total to 37.</p>
Violence & ASB 	<p>The level of overall violent crime is down by 9.3% on the previous five year average. Meanwhile, common assaults have fallen by 8.7% compared to the previous five year average, to a total of 519. 108 of these assaults were perpetrated against emergency workers, a decrease of 10.6% on the previous five year average. Disorder incidents are down by 25.1% on the previous year, to a total of 2,739 incidents.</p>
Dishonesty 	<p>With the exception of crimes of theft by shoplifting and fraud, all crimes of dishonesty have fallen on previous five year average figures. This includes a decrease in crimes of housebreaking (-41.3%) and motor vehicle crimes (-50%). Meanwhile, recorded fraud has increased by 56.5% compared to five year average figures. Cyber-fraud continues to be a threat to Inverclyde communities, with a range of methods used by suspects to defraud their victims online. This includes phishing and vishing attacks and internet order fraud. An increase of 18.5% has been recorded in relation to shoplifting.</p>
Road Safety 	<p>The number of casualties on Inverclyde roads has fallen from 40 to 38. There has been one fatality in the current year. Proactive policing of Inverclyde's roads has led to an increase in reported drink and drug driving offences (+18.9% on previous year and +47.1% on previous 5 year average)</p>

POLICE SCOTLAND'S POLICING PRIORITIES 2021-2022

1. Protecting vulnerable people
2. Working with communities
3. Tackling crime in the digital age
4. Support for operational policing

Inverclyde

Performance Summary Report

Reporting Period:
1 Apr 2021 to 31 January 2022



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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.

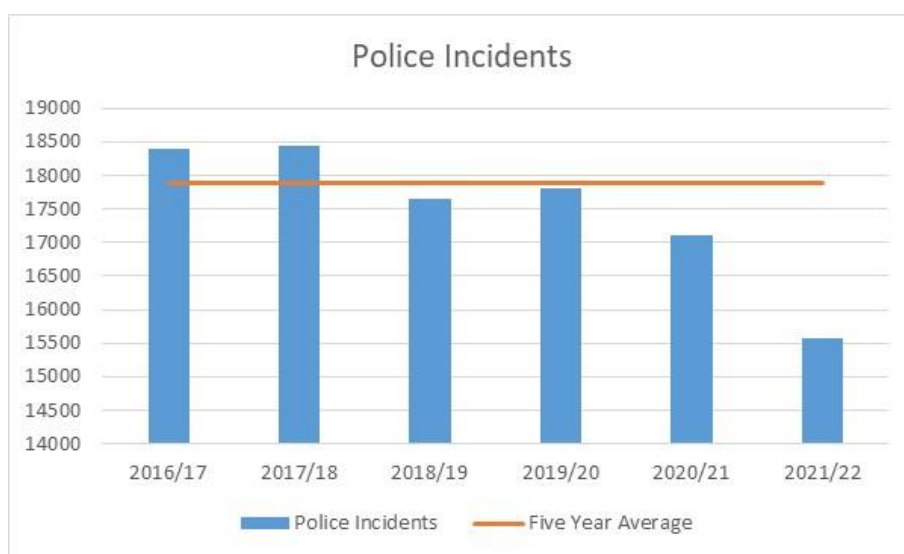
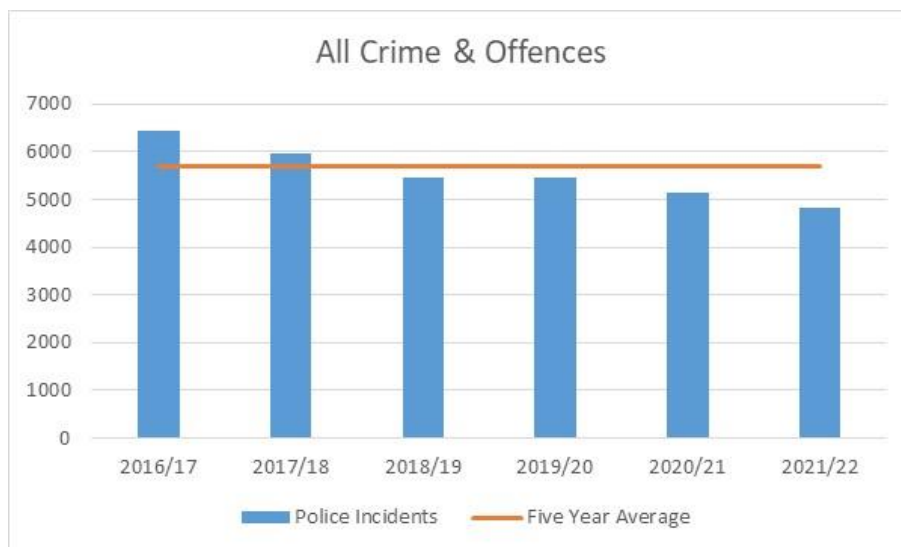
All data are sourced from Police Scotland internal systems and are correct as of date of publication.

Unless stated otherwise numerical comparisons are against the preceding five year average.

DEMAND ANALYSIS - *

5YA - PREVIOUS FIVE YEAR AVERAGE CYTD - CURRENT YEAR TO DATE

CRIME	5YA *	CYTD *	INCIDENTS	5YA	CYTD
Total Crimes & Offences	5,691.8	4,838	Total number of incidents	17,883	15,581



CONTEXT

The volume of recorded crime and offences has fallen by 6.2% on the previous year and by 15% on the preceding five year average, being driven by a fall in all categories of crime with the exception of Group 1 crimes (crimes of serious violence) and Group 5 crimes (other proactivity crimes). Meanwhile, recorded police incidents have fallen by 9% on the previous year, and by 12.9% on the five year average.

ONLINE & CYBERCRIME - DATA OVERVIEW

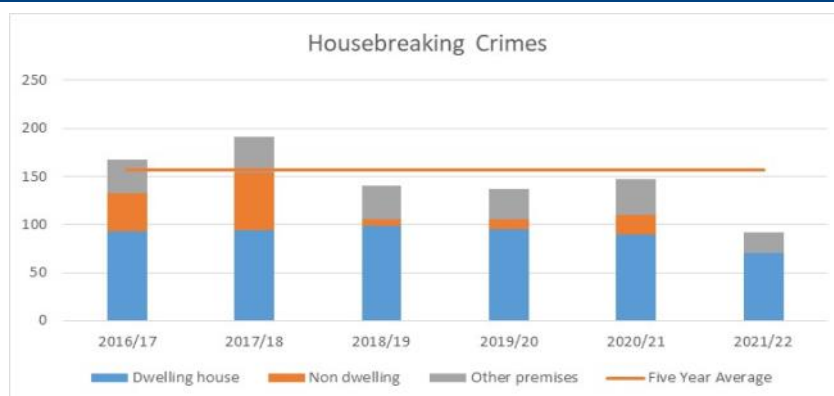
CONTEXT



In the period April – December 2021, 74 crimes have been designated as 'cyber-crimes' by Police Scotland's Cyber-Crime Intelligence Analysts. 40 of these were classed as 'financial/economic offences, with a further 16 being cyber-enabled sexual offences, 13 being threatening or offensive communications offences, four crimes involving Computer Misuse Act 1990 offences, and one crime being classed as 'other'.

During December 2021 Police Scotland launched a Campaign to raise awareness and prevent people from becoming victims of fraud especially during the festive period. The perpetrators are often extremely sophisticated and can perform hours of research on a potential target in order to make themselves appear legitimate. The Take Five for Fraud campaign provides some practical and easy steps to follow with practical advice about how to prevent becoming a victim fraud.

ACQUISITIVE CRIME — DATA OVERVIEW



CONTEXT



398 shoplifting crimes have been recorded – an increase of 18.5% compared to the five year average. The detection rate is currently 78.4%.



Housebreaking crimes (including attempts) fell from a five year average of 156.8 to 92 crimes (-41.3%). There were fewer HBs to all categories of premises. The detection rate has increased by 2.2 percentage points on the five year average to a current rate of 20.7%.



Motor vehicle crimes have fallen by 50% on the five year average to a total of 72 crimes. Thefts of motor vehicles continue to account for the highest proportion of motor vehicle crime (n=29) which has an increase detection rate of 1.4 Percentage points on the previous five year average.



Five bogus caller crimes have been recorded in the current year. Bogus criminals continue to predominantly target older members of Inverclyde's communities.

COUNTER TERRORISM & DOMESTIC EXTREMISM

CONTEXT

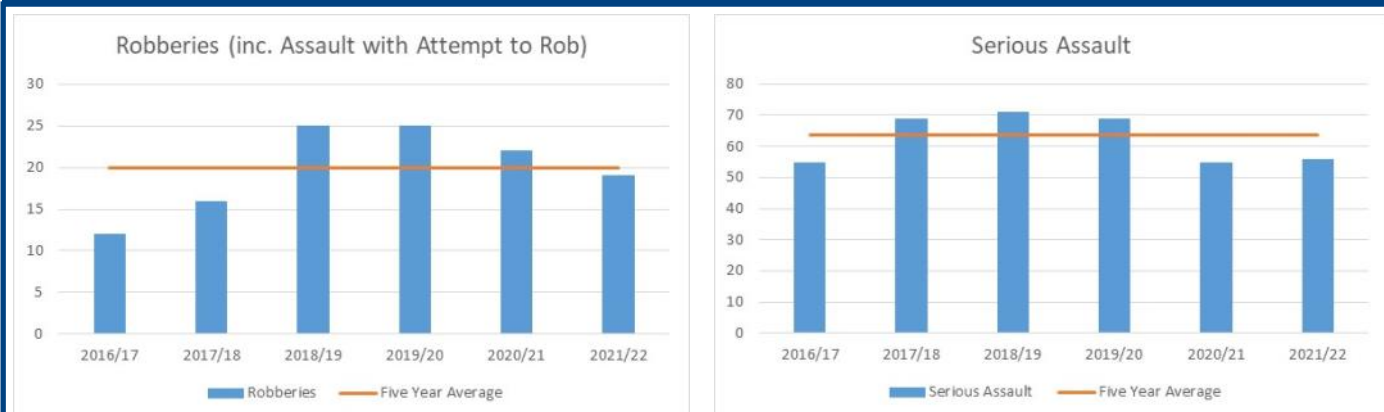
In January 2022 the Home Secretary announced an decrease in the UK's Terrorist Threat Level from 'severe' to 'Substantial'. This means it is deemed an attack is likely. At this time there is nothing to suggest that there is any specific threat to Scotland. However, the threat from Islamic, Northern Ireland and Right-wing terrorism remains a serious threat.

Inverclyde has an embedded CTLO (Counter Terrorist Liaison Officer) provides expert guidance and support regarding emerging threats from national and international terrorism & Extremism. Recent activities the CTLO has been involved with including work with Ports Authority in Inverclyde to assist with inspections and training to staff and Security officers to include vigilance about the threat from international terrorism, import & export due to Brexit and COVID-19 and the challenges brought by the increase with the Cruise ship industry.

CTLO in conjunction with National Counter Terrorism teams have been providing support, security advice and guidance to local MP / MSP after the tragic murder of Sir David Amess.

ANTISOCIAL BEHAVIOUR, VIOLENCE & DISORDER - DATA OVERVIEW

1 April 2021 to 31 January 2022 - OBJECTIVE: Reduce the number of victims of violent crime



CONTEXT

113 Group 1 crimes of violence have been recorded YTD – an increase of six percent on the preceding five year average (n=106.6). Two murders and two attempted murders have been recorded YTD. Meanwhile, robberies have fallen by five percent and serious assaults by 12.2% compared to the five year average. The detection rate for Group 1 crimes is 61.9% and work is underway to address this.

Common assaults are down by 8.7% on the five year average, to a total of 519. 108 crimes targeted emergency workers (most commonly police officers). The detection rate for common assaults is 65.3% and work is underway to address this.

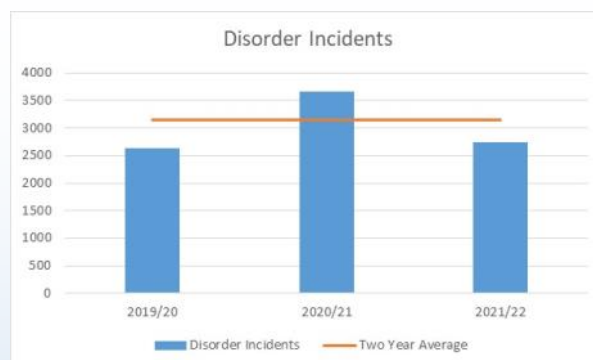
46 fire-raising crimes have been recorded an increase of 8.5% on the previous five year average (n=42.4). Meanwhile, recorded vandalism crimes fell from a five year average of 522.2 crimes to 388 crimes with an increased detection rate of 3.8% compared to the five year average.

Disorder and Antisocial Behaviour

CONTEXT

2,739 disorder incidents have been recorded year to date, a decrease of 13% on the previous two years' average. The spike noted in 2020/21 was primarily due members of the public reporting perceived or actual breaches of COVID-19 regulations.

Many disorder incidents reported in Inverclyde are as a result of groups of young people traveling along the rail network and specifically causing issues within the town centres in Inverclyde. The majority of young people who are gathering are out socialising with friends however a minority are intent on causing disorder. Several key partners are involved in a rolling weekly Disorder Action Plan including Police Scotland, BTP, Inverclyde Council Community Wardens and Youth Workers. When individuals are identified as being involved in disorder appropriate action is taken to engage, deter and prevent further disorder through a number of different avenues.



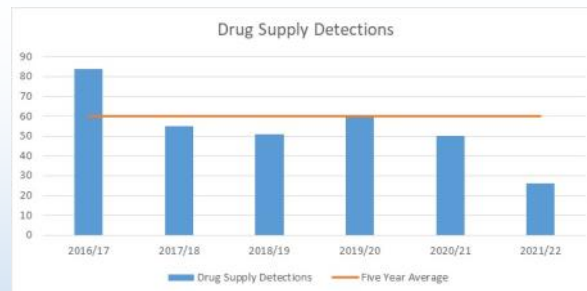
The festive period was one of the quietest for several years. Nevertheless, Police officers and staff remained proactive. Officers were deployed on foot patrol to provide a visible deterrent and to reassure to revellers and shoppers during the festive season. Over the period Licensed Premises Inspections were carried out to ensure that premises continued to operate safely and in-line with the COVID Restrictions. This coupled with high visibility foot and mobile patrols contributed to a reduction of incidents and helped make the festive period as safe and enjoyable as possible for our communities.

SERIOUS ORGANISED CRIME - DATA OVERVIEW

CONTEXT:

YTD, there have been 26 drug supply detections in Inverclyde however, an additional 11 drug supply charges have been reported in the current year, with forensic analysis results of seized drugs currently awaited, potentially bringing the current year's total to 37.

Proactivity continues to target the three Serious and Organised Crime Groups (SOCGs) currently managed by Renfrewshire & Inverclyde Division, one of which predominantly impacts on Inverclyde. The organised criminality of the Inverclyde-based group predominantly involves drug supply activities.



Enforcement activity is intelligence led to ensure the right people are being targeted in the right places. We continue to gather intelligence for further enforcement action in Inverclyde and it remains a priority for officers to carry out intelligence led patrols ensuring that individuals involved in the possession and supply of controlled drugs are pro-actively engaged, subsequently leading to obtaining and executing search warrants.

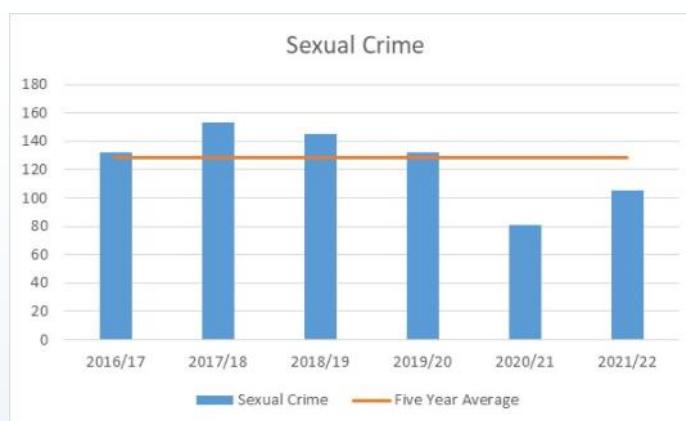
PROTECTING PEOPLE AT RISK FROM HARM - DATA OVERVIEW

CONTEXT

Sexual Crime

Reported sexual crimes decreased by 18.4% compared to the preceding five year average, to a total of 105 crimes. The detection rate for sexual crimes is 40%, down from a five year average of 48.9%. 60% of sexual crimes reported in the current year occurred in dwelling houses and other private settings.

42% of the sexual crimes recorded in the reporting period were against young people (under the age of 16 years) at the time of the offence – with the number of child victims increasing by 40% on the previous year. However, a significant proportion (47%) of these involved non-recent reporting.



Over 38% of all recorded sexual crimes in Inverclyde involved non-recent reporting, with over half of these reports involving child victims. The average passage of time between non-recent sexual crimes occurring, and the date of these being reported was slightly over 16 years.

Missing People

78 missing person reports have been recorded in Inverclyde, as compared to 43 in the same period in 2020/21. Over 28% of the total number missing person incidents related to the top five most frequent repeat missing people within Inverclyde. 45% of missing people were aged 19 or under, indicating a shift towards younger people being involved in missing person incidents as compared to the previous year. Missing person incidents relating to residents in children's care homes more than doubled in volume on last year's figures with 32% of all missing persons reports being attributed to a small number of repeat absconders. Over 64% of all incidents resulted in missing persons being traced within 24 hours.

Domestic Abuse

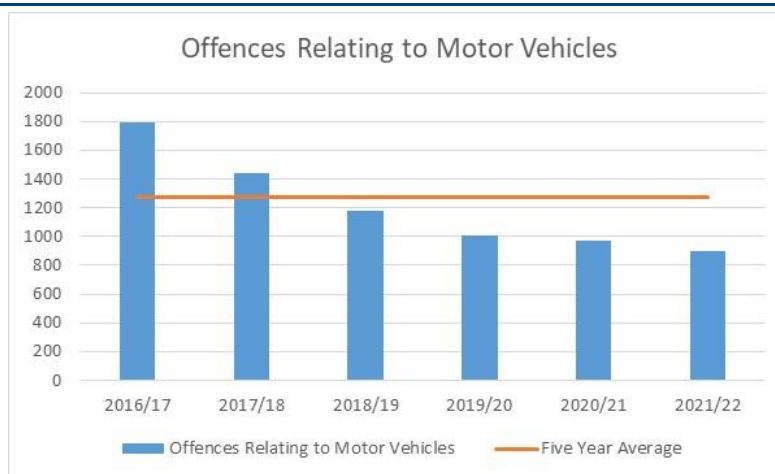
680 domestic abuse incidents have been recorded, down by 9.8% when compared to the previous five year average. 48.2% of these incidents resulted in at least one domestic crime being recorded. The detection rate for domestic crime was 69.3%, an increase 7.2 percentage points on the five year average detection rate.

ROAD SAFETY & ROAD CRIME - DATA OVERVIEW

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

Road Traffic Casualties		2020/21	2021/22
	Number of persons killed on our roads	2	1
	Number of persons seriously injured	9	13
	Number of persons slightly injured	29	24
	Number of children seriously injured	0	3

Road Traffic Data from 01/04/2021 to 31/01/2022



CONTEXT

There has been one road fatality throughout the reporting period. In the same period last year, two road fatalities occurred. Meanwhile, serious road injuries have increased from nine to 13, while slight injuries have fallen from 29 to 24. Overall, this equates to two fewer road injuries as compared to last year. Three children have been seriously injured on Inverclyde's roads year-to-date, an increase on the same period last year.

While offences relating to motor vehicles fell by 29.9% on the five year average to a total of 895, notable increases were noted in respect of the number of disqualified, drink and drug and dangerous driving offences. 113 drink and drug driving offences (including failure to provide a sample) have been recorded—an increase of 47.1% on the previous five year average.

The detection rate for offences relating to motor vehicles overall fell by 7.7 percentage points on the five year average, to 83.5% in the current year, primarily due to the growing demand on Forensic Services resulting in delays in toxicology results being returned in relation to drink and drug driving offences. The detection rate for these drink and drug driving offences is 80.5%, down from a five year average of 93.8% (awaiting toxicology lab results).

Police Scotland's Festive Road Safety Campaign was in operation in Inverclyde involving both local and Road Policing officers focussing on speeding, drink / drug driving and ensuring motorists were driving responsibly and within the limits of the law. This included a high visibility patrols and speed checks at various locations throughout Inverclyde with some drivers being issued fixed penalty notices or given appropriate road safety advice.

Police in Inverclyde have increasingly been using the roadside screening testing kits to determine if drivers are impaired through drugs. These tests use saliva samples, and test for Cannabis (THC) and Cocaine. A positive roadside test empowers officers to arrest a suspected drug driver.

PUBLIC CONFIDENCE: COMPLAINTS & USER SATISFACTION

COMPLAINTS ABOUT THE POLICE

From 01/04/2021 - 31/01/2022

Quality of Service Allegations	16
On Duty Allegations	57
Off Duty Allegations	0
Total Allegations	73

CONTEXT

A total of 73 complaints have been made in the reporting period, equating to 26.3 complaints per 10,000 police incidents. No off duty allegations were made in the reporting period, while a total of 57 on duty allegations were made (compared to a three year average of 39 allegations). A total of 16 allegations were made in relation to quality of service, below the previous three year average of 17.3.



LONG-TERM VISION SUMMARY

| SFRS is changing.

We're evolving because we must if we are to continue to respond effectively to the changing safety needs of Scotland's communities and to the dynamic environment we operate in.

What Scotland requires from its fire and rescue service is different than it was a decade ago. The number of household fires in Scotland has continued to reduce significantly year-on-year. Change in our weather patterns largely driven by climate change has resulted in more wild fires and increased flooding, endangering both lives and livelihoods. Scotland's ageing population has increased significantly and so too the demand on all of us to support the needs of our elderly people. The threat from terrorism remains substantial and unlikely to reduce in the foreseeable future and we must be prepared to respond to that. We also need to do more work to prevent the circumstances that give rise to many of the incidents that we respond to.

But it's not all about responding to change. We're evolving because we want to continually improve what we do, to deliver the best possible fire and rescue service for the people of Scotland, and to be one of the best fire and rescue services in the world.

That's why we've created our new vision for the SFRS which will be our route map for the future direction of the organisation. Our vision represents the beginning of a new journey for the SFRS but our mission remains the same – working together for a safer Scotland.

We have carried out significant engagement with staff,

stakeholders and communities to develop our vision. In the second half of 2020 frontline staff shared their views through independently facilitated workshops, a digital survey and on-station discussions. We also ran a public consultation with individuals, stakeholders and communities during the summer of 2021 to create a vision that truly reflects the diverse landscape that we serve.

Working with our staff, communities and partners, we must evolve and transition as an organisation. We remain fundamental to keeping Scotland's communities, businesses and visitors safe. This will enable us to contribute to a thriving Scotland, and maintain our position as an organisation where people want to work, ensuring we have the workforce we need. As an employer, the wellbeing of our staff is a key priority and we want to do more to promote equality, diversity and inclusion, not just in our workforce but across the communities we serve as well.

We can also play an active role in the Scottish public sector's response to climate change. We want to push the boundaries on where we can take that and achieve Carbon Zero status.

We see opportunities to improve the Service through advanced technology that will enable us to work smarter, increasing innovation and improving performance. We see possibilities to expand the services we offer to achieve better health and wellbeing outcomes for all, and particularly for those living in areas of deprivation to help tackle inequality.

We've set out the key elements which are the foundation of our vision in the graphic below/ overleaf. This highlights our mission and our purpose, as well as our strategic intents which convey how our contribution will improve community safety and wellbeing for the people of Scotland, our staff and our partners. Alongside this, we've developed four key principles for how we will work. These will underpin the way in which we will work and how we will behave as an organisation. Finally, we've identified eight priority outcomes which we will focus our efforts on achieving.

If you would like to find out more, our full vision document is available on iHub. It can also be provided in other languages and formats on request by contacting SFRS.OurVisionConsultation@firescotland.gov.uk.



Working together for a safer Scotland



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

OUR PURPOSE

"...to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland."



OUR PRIORITIES

Staff are safer, are better supported,
are more satisfied and empowered

Our communities are safer and
their wellbeing is improved

We are more adaptable in responding to
changing risks across and between communities

Our wider contribution to Scotland
and our communities is recognised

OUR PRINCIPLES AND PRIORITIES



PROGRESSIVE

Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs

We will be innovative in our use of technology, data and information to change how we work



INCLUSIVE

Partnership working will be at the core of how we work

We will value difference of views, experiences and backgrounds within and out with our organisation



PEOPLE CENTRED

We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work/life balance

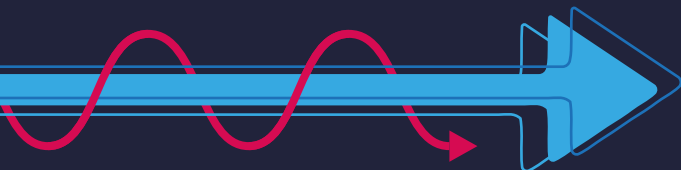
We will invest in developing our leaders and train our staff to the highest standards



CONNECTED

We will be driven by a deeper understanding of the needs of our communities

We will be a more environmentally sustainable organisation



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



SFRS Long-Term Vision



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Welcome to the Scottish Fire and Rescue Service’s long-term vision, our 10-year forward-look to what the Service will deliver for the people of Scotland.

FOREWORD

If the last two years have taught us anything, it is that we can’t predict or prepare for everything that may happen. But we can decide what sort of organisation we want to be and how we will meet new challenges when they arise.

As a result, this document sets out our strategic intentions and priorities for the future and everything we do will link back to these core elements of our Vision.

We are committed to making Scotland safer but we can’t do this alone. To provide the best Service we can, we have to work with our staff, partners and communities. That’s why we spent a full year engaging with our staff and stakeholders to develop this Vision.

KIRSTY DARWENT
Chair, SFRS Board



1

What has been most encouraging throughout this process is finding out that we are all agreed – working in and with our communities to keep developing our Service is what matters most.

We want to thank everyone who has helped us to develop this Vision. Whether that was through staff workshops or our public consultation we have listened – and will keep listening – to what you have to tell us.

As Chief Officer and Chair of SFRS, our commitment is that we will continue to build on these relationships and will do more to engage with our communities over the next decade.

There’s a lot to do and we are looking forward to working with you now and in the future.

MARTIN BLUNDEN
Chief, SFRS



2

INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) was established in April 2013. Since then we have built upon the work of the legacy Services from which we were formed. We are also proud to walk in the footsteps of all the Fire Service staff who have served Scotland over the last 200 years. As we look forward, we will maintain our values and traditions while ensuring they remain relevant to Scotland's future.

The vision for Scotland's public services, embodied in the Commission on the Future Delivery of Public Services (Christie Commission), is at the heart of the SFRS. We are dedicated to improving the quality of our Service. We want to keep improving people's lives and improving the safety and wellbeing of the communities we serve; focusing on the prevention of risk of harm and working in collaboration with our partners and communities. We are also fully committed to respecting people's opinions regarding how we design and deliver our services and to ensuring that their voice helps us shape what we do.

We are conscious that we launch our vision for the Service at a time when Scotland is emerging from the impacts of the worst pandemic for a century. In October 2021, the Scottish Government published its "COVID Recovery Strategy For a Fairer Future" which set outs how Scotland will recover from the COVID pandemic.

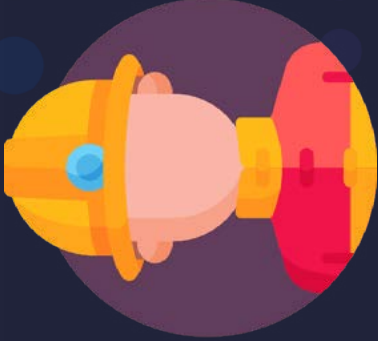
As the full consequences of COVID-19 become clear we will offer our full support to Scotland's recovery strategy and to communities across Scotland. We are committed to working with our staff, partners and communities directly to help address the underlying social, health and economic challenges that the pandemic has exposed. We will ensure we play our full part in helping build resilient communities and sustainable and inclusive growth across Scotland as we recover from the pandemic. By working together, we can deliver major change to better support our communities.



357 FIRE STATIONS IN SCOTLAND



1,631 VEHICLES IN OUR FLEET



7,837 SFRS STAFF MEMBERS

HOW WE DEVELOPED OUR VISION



When we set out to develop our long-term vision we were clear this needed to be done in partnership with our staff, our partners and the communities we serve.

We began this process by undertaking an extensive staff engagement process to help us draft an initial Vision document which we could share with partners, stakeholders and the public for their views and comments.

The first phase of staff engagement involved three online leadership events for senior management in September. We also undertook 15 independently facilitated workshops with 150 frontline staff to explore some of the emerging themes in more detail.

An electronic staff survey was established on the staff intranet (iHub) and promoted through staff briefings and a station engagement toolkit was developed to capture the comments of station-based staff.

The first draft vision document was then tested at a workshop with senior managers and a further three workshops with frontline staff.

A six-week document review public consultation was launched on 7 June 2021 and a stakeholder mapping exercise was undertaken to target key stakeholders as well as the wider public.

Due to the ongoing COVID-19 pandemic, the consultation process was largely virtual, with a direct email to key stakeholders, an



online survey and community engagements and partner contacts undertaken by the Local Senior Officers (LSOs) and their teams. The consultation period formally concluded on 18 July.

Staff, stakeholders and partners across all platforms agreed that this Vision is the right one for SFRS. They also agreed that working together with our partners and communities to identify the services they need and to design local solutions is key to our future success.

Furthermore, staff indicated that building on our strong partnerships and working together to achieve the Vision through continued engagement was essential. This is the fundamental building block of our Vision.

We have also reviewed and reflected on all the comments we received from stakeholders and have incorporated these, where possible, into our Vision.

This Vision is not just the Service's Vision but it has been shaped and developed by everyone who has taken the time to share their views and feedback.



FUTURE CHALLENGES

As we saw with the COVID-19 pandemic, we cannot always predict what may happen in the future.

What we set out below is not a prediction of the future but our understanding of some factors that will shape Scotland's future and what that will mean for the SFRS.



Over the next decade Scotland will have a stronger focus on addressing the factors that improve people's wellbeing. The country will also be managing the social and economic consequences of the COVID-19 pandemic, plus the impact of people living with the long-term consequences of the virus. Also, a focus on addressing the social, health and economic conditions that lead to inequality will be a key feature in how all public services will be designed, directed and resourced.

At the same time the climate emergency will increase its impact on our weather patterns. Meeting the challenges of climate change to

ensure our communities are resilient and safe is something that we will play our part in.

There will be ongoing developments to ensure the resilience and safety of communities to safeguard the people who live there. We will continue to experience the threat of potential acts of terrorism, which in turn means there will need to be strong multi agency co-ordination and working to deal the threat as it evolves and changes over time. SFRS will be ready to play an appropriate role in this response while ensuring our staff are protected.

The development in digital and other technologies means new communities will be formed. These will not just be communities in the traditional sense that are formed by living in a common locality, but they will also be communities of interest and experience. All public services, including the SFRS, will need to adapt to deliver what people will increasingly expect of them. This means we will be innovative in our use of technology and how we design our services and will engage with communities to help us design those elements of service change.

The decade ahead presents profound but exciting challenges to Scotland. The onus on public services will be to adapt, thrive and prosper to help meet the challenges ahead. The reward for so doing will be a country and communities that thrive. The SFRS offers enormous potential in delivering a more prosperous and safe Scotland. We already add huge value to the communities we serve, but we can do more.

WHY THE SFRS MUST KEEP EVOLVING

The SFRS must evolve, not for the sake of change, but because Scotland is changing. As a Service, it is our duty to respond to those new risks brought about by change. We will do this in new and innovative ways, whilst continuing to deliver our core services. Innovation in the design and delivery of our Service, in the technology and information we use, and how we work with our partners and communities will be the key to our success.

Notwithstanding the impact of the COVID-19 pandemic, over the next decade we will see Scotland's population alter as more people live into older age. Many will live alone and have multiple frailties that will require public services to work together to support them in staying safe, healthy and free from harm.

We will continue to evolve, ensuring that we remain the Service that Scotland needs us to be; designed and built to face the challenges of the third decade of the 21st century and beyond.

OUR VISION

We want to be regarded as among the best fire and rescue services in the world, focused on meeting the changing needs of our communities. As an industry leader, committed to achieving best practice standards, we will share our experiences, insights and learning with others about our achievements and how we got there.



OUR MISSION

As a confident, modern, efficient, outward looking, learning organisation, our mission remains clear. We are: ‘Working Together, for a Safer Scotland’ We will work together to secure the ongoing safety of our staff and those we serve throughout Scotland. As we deliver our mission, we will continue to evolve, adapt, grow and transition into whatever is required of us to secure the safety and wellbeing of our communities. We will never lose sight of what our mission means to us. It represents who we are and what we stand for.



At the core of any successful organisation is an understanding of why it exists and what it can deliver – its purpose.

THE PURPOSE FOR THE SFRS 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 wellbeing of people throughout Scotland.”

This means:



As well as responding to more traditional emergencies, we will further strengthen our work to prevent fires and other accidents occurring.



We will support the safety of Scottish businesses so that they may continue to grow and deliver a sustainable and inclusive economy for Scotland.



Our services will continue to reflect the changing needs of different localities and communities across Scotland.



We will help educate our children and young people in all issues relating to safety to help keep them free from harm.



We will work with partners to protect the most vulnerable members of society, help address inequalities within our communities and respond when people are in need.



We will work with our partners and with communities to drive out inefficiencies and improve what we do in making life better for the people of Scotland.



We will respond to the growing climate emergency.

In delivering against our purpose, we will continue to evolve as an organisation because that’s what our communities and Scotland needs of us.

OUR STRATEGIC INTENTIONS

To realise the aspirations and ambitions of our Vision we have set four long-term strategic intentions. We have not ordered these by priority, each of them is of equal importance in achieving our long-term success. We will use our strategic intentions to determine our direction of travel and to continually steer the organisation over the next decade. They will guide our ability to adapt, to develop new capabilities and to exploit future opportunities as we realise our purpose and meet our mission. They will also allow us to correct any drift from our purpose that may occur from unexpected changes to our organisational environment.

We are a learning organisation committed to ensuring our staff are safe in carrying out their duties in all that they do. Staff are supported through better training and in terms of their own health and wellbeing. Staff are more satisfied and empowered in their work.

The breadth and depth of what we contribute to Scotland's communities is deepened. We deliver our services to reflect the differences across communities. We are fully accountable to communities and stakeholders for delivering our ambition.

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

As we modernise our Service over time our communities are safer and more resilient. We are more reflective of our communities and engage them more in shaping how we work to help address the challenges Scotland faces.

We are a more innovative and agile organisation, responding to how risks are changing across Scotland's communities and we work ever partners better with our in doing this. We seek to prevent harm where we can and respond effectively when incidents require it of us.

OUR PRINCIPLES

Our Vision is also set in line with the values that define our Service. We will ensure our values remain at the heart of what we do as we deliver our Vision. We will adopt the following four operating principles:



PRINCIPLE 1: PROGRESSIVE

We will continue to embrace innovation, change and improvement. We will secure best value in all that we do and will challenge ourselves to find new solutions to old problems. We will develop how we respond to emergency situations and work harder to prevent those situations arising where we can. We will be more efficient, ensuring our resources are redirected to priority areas within the Service and are aligned to current and existing risks. We will achieve more by working with our partners and communities in addressing the needs of our changing environment and in building a more sustainable, inclusive and resilient Scotland. We will achieve greater organisational sustainability by reducing our carbon consumption and our environmental impact.

As a public service we are committed to achieving fairness and equality for our staff and for our communities. We will enable more people to join our Retained and Volunteer service by allowing them to balance work and life commitments better. We are committed to working in more agile ways so that staff can build work patterns around their family and personal lives. We will use technology to build our organisational systems and processes to support these forms of agile working. We will connect our data and information to that of our partners to help build insight into how risks are changing, where inequality manifests itself in our communities and to predict operational demand in order to better prevent problems arising. We are committed to being open and transparent in how we perform and about what we achieve.



PRINCIPLE 2: PEOPLE CENTRED

We will be people centred in all that we do. We will be a fair and equitable employer and we will enable our staff to help shape the progression of our vision. We will develop new roles and career opportunities focused on prevention and community resilience building. We will develop our services to meet our communities and staff's needs. We will invest in developing leaders who have the right skills to work in complex situations, work well with people and are innovative in seeking solutions to problems. When we change, we will work with interested parties to ensure that the changes are right for everyone. We will ensure we use the full talents of our staff and our communities to support our change journey.



PRINCIPLE 3: INCLUSIVE

We will embrace inclusiveness and difference. We will reflect the characteristics and make-up of our communities and put their needs at the heart of what we do. We firmly believe an

organisation that is as diverse as the communities it serves is stronger. By embracing differing viewpoints, understandings and insights we will be even more welcoming, tolerant, aspirational and respectful of all. We will work more closely with our existing partners, sharing properties and assets, and will seek new partners to help us achieve our ambitions for Scotland as we know there is no single right answer in keeping communities safe and improving their wellbeing. We will ensure everyone who wants to offer their insight, opinion, guidance and support, as we realise our ambitions, will be able to do so.



PRINCIPLE 4: CONNECTED

We recognise the importance of 'place' in shaping the lives of the people of Scotland. We will work with communities in developing our understanding of their needs and how we can contribute more to enriching the lives of those who live there. We will ensure our staff are better connected to each other in their work by exploiting technology while reducing our carbon consumption as they work together across the country. We will adopt new technologies to improve the safety of operational staff as they attend incidents.

OUR PRIORITIES

To deliver our Vision we propose eight overarching priorities for the Service. By focusing on these priorities over time we will transition our organisation to what Scotland needs us to be. Over time as our Vision is realised we will revisit these priorities to ensure they remain relevant to our strategic

PROGRESSIVE



Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs

We will be innovative in our use of technology, data and information to change how we work

PEOPLE CENTRED



We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work/life balance

We will invest in developing our leaders and train our staff to the highest standards

NEXT STEPS

On the basis of the feedback we have received, this Vision – and the key intents set out in it represent our future.

Our Vision reflects the feedback we have received through our engagement and consultation process and is our commitment to our staff and stakeholders. Our Vision marks a new phase in our change journey and it may take us a decade to fully realise.

It will shape what we do, how we work, how we engage with people and how we will evolve to meet the challenges facing Scotland and its diverse communities. It is the foundation for how we will build our Service for the future. But, for us, this is only the beginning.

We now need to set out how we are going to achieve the ambitions our staff, partners and communities have helped us to develop.

In line with the Fire and Rescue Framework for Scotland, we will develop a new Strategic Plan for 2022-25 which will outline the first stage in our journey towards realising our Vision.

We will do this in partnership with our staff, stakeholders and communities because by working together we really can make a difference to the wellbeing and safety of the people of Scotland.

intentions, operating principles, and the needs of the communities we serve.

Our priorities are presented below to show how they connect most strongly to our operating principles. While each priority is listed against one principle, they serve all our principles and strategic intentions.

INCLUSIVE



Partnership working will be at the core of how we work

We will value difference of views, experiences and backgrounds within and out with our organisation

CONNECTED



We will be driven by a deeper understanding of the needs of our communities

We will be a more environmentally sustainable organisation





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Report To:	Local Police and Fire Scrutiny Committee	Date:	24 March 2022
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	P&F/02/22/HS
Contact Officer:	Hugh Scott, Service Manager, Community Learning Development, Community Safety & Resilience and Sport	Contact No:	01475 715450
Subject:	Local Police and Fire Scrutiny Committee Update Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Local Police and Fire Scrutiny Committee on current and emerging issues relating to Police Scotland and Scottish Fire and Rescue Services.

2.0 SUMMARY

- 2.1 The report informs committee of local and national initiatives, reviews, and consultations and, where appropriate, informs Members of potential future agenda items relevant to Police Scotland and Scottish Fire and Rescue and local impacts.
- 2.2 This report is intended to draw these elements together with a view to informing and shaping future meeting agendas as appropriate and raising awareness of emerging issues.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the current and emerging national issues relating to Police and Fire & Rescue matters.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 THE SCOTTISH POLICE AUTHORITY BOARD

4.1 The meeting of SPA Board was held on the [19th January 2022](#) and considered several updates, including:-

- Recording of sex and gender in policing
- National Speeding Campaign
- Naloxone – national roll out
- Policing Response to COVID 19 – Operation Talla

The following SPA Board meeting took place on 23 February 2022, however reporting timescales did not allow for a full update to be included in this report.

5.0 RECORDING OF SEX AND GENDER IN POLICING

5.1 The Authority has been clear that it expects Police Scotland to comply with all relevant legislation and professional guidance in relation to sex and gender data recording. We also expect all such data collection to be consistent with the European Statistics code of practice, in that data collection must be carried out in a way that treats all people with dignity and respect.

6.0 NATIONAL SPEEDING CAMPAIGN

6.1 Between Monday 17 and Sunday 30 January, a National Speeding Campaign took place, designed to influence driver behaviour through a combination of education and enforcement activity. Following a communication phase involving online and media messaging, Road Policing Division officers, supported by colleagues from Local Policing Divisions and Safety Camera Unit partners, provided a high profile presence on the roads, leading to the detection of over 2,600 speeding offences and engagement with a number of drivers.

7.0 NALOXONE – NATIONAL ROLL OUT

7.1 In 2021 Police Scotland commenced a Test of Change for the carriage and use of Naloxone intra-nasal spray by officers. This was in response to year on year increases in drug-related deaths in Scotland, with statistics indicating that opioids are a potential contributory factor in a high percentage of such deaths. Naloxone is an emergency antidote which counters the effects of overdose from opioids such as heroin

7.2 Between March and October 2021, Naloxone was used by officers to provide first aid on 51 occasions.

7.3 Further discussions decided that all operational officers in Police Scotland will be trained and equipped with Naloxone intra-nasal spray. Formal announcement of this decision was made on Thursday 17 February 2022.

8.0 POLICING RESPONSE TO COVID-19 – OPERATION TALLA

8.1 In November 2021, Police Scotland stood down dedicated Operation Talla support structures, with business as usual functions assuming ownership of residual COVID-19 response arrangements. This was in response to the operating environment at that time, which saw community infection rates under control and the impact on policing as a result of the pandemic greatly reduced. Notwithstanding this position, the command structure was maintained to provide continued strategic oversight in respect of Operation Talla.

8.2 In December 2021, the Omicron variant of COVID-19 became prevalent in Scotland. As a result of the increase in community infection rates across the country and associated self-isolation requirements, Police Scotland experienced significant increases in absence levels. Due to the changing operating environment, support structures for Operation Talla were re-established to co-ordinate the organisational response, and support officer and staff health and wellbeing.

9.0 SPA LOCAL AUTHORITY ENGAGEMENT PLAN

- 9.1 Dates for the SPAs local authority regional engagement plan have been confirmed, with the West Division meetings scheduled for Wednesday 15 March, 22 March & 6 April between 4pm and 6pm for all Members of the Committee via MS Teams. SPA Officials will be in contact to discuss arrangements and agenda items. Officers are available to support relevant Elected Members in the engagement plan.

10.0 THE SCOTTISH FIRE & RESCUE SERVICE BOARD

- 10.1 The SFRS held a board meeting on the [16th December 2021](#), which included:-
- Reducing unwanted fire alarm signals: Consultation results and recommendations for responding to automatic fire alarms
 - SFRS Plan - The Gaelic Language Plan
- 10.2 A special public meeting on the [13th January 2022](#) with a purpose of seeking approval from the Board to increase the budget allocation and proceed with the delivery of the West Asset Resource Centre at Scottish Fire and Rescue Services (SFRS) Headquarters (HQ)/National Training Centre (NTC), Cambuslang based upon costs received from the Framework Contractor at £13.0m. This includes Environmental & Sustainability.
- 10.3 The following SFRS Board meeting took place on 24th February 2022, however reporting timescales did not allow for a full update to be included in this report.

11.0 REDUCING UNWANTED FIRE ALARM SIGNALS CONSULTATION

- 11.1 The public consultation on options for responding to AFA's ran for a period of 12-weeks from 19 July 2021. A detailed Communications Plan, setting out the approach that would be employed for targeting staff and external stakeholders to raise awareness of the options and maximise responses during the consultation period, was developed.
- 11.2 The 12-week public consultation concluded on 11 October 2021, with a total 567 responses received by the Service and around 200 engagement activities conducted during the consultation period to raise awareness and seek feedback.
- 11.3 Implementation of the preferred option, is planned to start in April 2022; however, through the consultation feedback and other factors, there are valid reasons for now considering a delay to this implementation date.

12.0 THE GAELIC LANGUAGE PLAN

- 12.1 The Gaelic Language (Scotland) Act 2005 (the Act) established the Gaelic Language Board (Bòrd na Gàidhlig) with the powers to require public authorities to prepare, consult on, and submit for their approval, a Gaelic Language Plan (GLP). This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.
- 12.2 Since the inception of our GLP:-

- Completed an employee survey, of the 380 respondents, 98 employees self-identified as having some Gaelic language skills ranging from basic greetings to fluent in speech, reading and writing.
- 10 of those employees advised that they initiate conversations in Gaelic every day with members of the public.
- SFRS revised Corporate Parenting Plan ensures that children and young people and care leavers with Gaelic, receive the same opportunities as those with other languages.
- External funding provided by Bòrd na Gàidhlig enabled us to work in partnership with a leading Gaelic speaking trainer, to develop a suite of Gaelic Awareness modules. Awareness of this training has been shared with other emergency services and the 32 Local Authorities. South Lanarkshire Council has rebranded the training and is using it to increase Gaelic awareness within their workforce and we have had interest from another three local

authorities. To date 507 employees have completed the Gaelic Awareness Course.

- External funding provided by Bòrd na Gàidhlig enabled us to produce the Home Fire Safety Visit Booklet and postcard in both Gaelic and English.
- The UFAS Public Consultation was produced in both Gaelic and English, we also distributed a number of messages across our social media platforms in Gaelic specific to the UFAS consultation.
- The corporate promotion on social media of a video containing two employees speaking Gaelic reached 14,942 people with 304 direct links to the video itself
- Local Service Area plans have been translated into Gaelic in areas where Gaelic is mostly widely spoken.

13.0 ENVIRONMENTAL & SUSTAINABILITY

13.1 In support of SFRS's Environmental Policy 2020-2030 and Energy and Carbon Strategy 2020-2030, the following low carbon elements which were not included in the June 2020 design will now be included within the new proposed design brief:

- Electrical vehicle charging
- Solar array/energy storage (reduce electricity costs on site)

14.0 IMPLICATIONS

14.1 Finance

There are no financial implications associated with this report.

Financial Implications

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

14.2 Legal

In respect of section 10 of this report, section 45(5) of the Police & Fire Reform (Scotland) Act 2012 notes; A local commander must provide to the local authority such— (a)reports on the carrying out of police functions in its area (including by reference to any local policing plan in force for the area), (b) statistical information on complaints made about the Police Service in, or the policing of, its area, and (c) other information about the policing of its area, as the local authority may reasonably require.

14.3 Human Resources

There are no Human Resources issues associated with this report.

14.4 Equalities

None at this time, although recognition will be given to the wider and associate equalities agenda

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

Fairer Scotland Duty

IF this report affects or proposes any major strategic decision –

Has there been an active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals
X	NO

15.0 Repopulation

15.1 There are no direct repopulation issues associated with this report.

16.0 CONSULTATIONS

16.1 There were no consultations required outwith those noted in the report.