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ABERDEEN
CITY COUNCIL

To: Councillor Stewart, the Depute Provost, <u>Convener</u>; Councillor Graham, <u>Vice Convener</u>; and Councillors Lesley Dunbar, Allard, Greig, Henrickson, Houghton, MacGregor and Wheeler.

Town House,
ABERDEEN 14 June 2021

PUBLIC PROTECTION COMMITTEE

The Members of the **PUBLIC PROTECTION COMMITTEE** are requested to meet in **Council Chamber - Town House on <u>WEDNESDAY, 23 JUNE 2021 at 10.00 am</u>**.

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

NOTIFICATION OF URGENT BUSINESS

1   <u>There is no urgent business at this time</u>

DETERMINATION OF EXEMPT BUSINESS

2   <u>There is no exempt business at this time</u>

DECLARATIONS OF INTEREST

3   <u>Members are requested to intimate any declarations of interest</u> (Pages 5 - 6)

DEPUTATIONS

4   <u>Deputations - none expected until after the final agenda is published</u>

MINUTE OF PREVIOUS MEETING

5   <u>Minute of Previous Meeting of 28 April 2021</u> (Pages 7 - 14)

COMMITTEE PLANNER

6   <u>Committee Planner</u> (Pages 15 - 18)

NOTICES OF MOTION

7   <u>No notices of motion have been received</u>

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8   <u>No referrals from Council, Committees or Sub Committees</u>

POLICE SCOTLAND AND SCOTTISH FIRE RESCUE SERVICE

9   <u>Police Scotland - Thematic Report : Death Investigation - POL/21/142</u> (Pages 19 - 26)

10   <u>Police Scotland - Thematic Report : Cyber/Fraud - POL/21/143</u> (Pages 27 - 34)

11   <u>Scottish Fire and Rescue Service - Long Term Strategic Vision - SFR/21/151 - includes a presentation</u> (Pages 35 - 58)

12   <u>Scottish Fire and Rescue Service - Thematic Report ; Recruitment and Retention - SFR/21/150</u> (Pages 59 - 66)

13   <u>Date of Next Meeting - 27 October 2021 at 10:00am</u>

EHRIAs related to reports on this agenda can be viewed <u>here</u>

To access the Service Updates for this Committee please click <u>here</u>

Website Address: <u>www.aberdeencity.gov.uk</u>

Should you require any further information about this agenda, please contact Derek Jamieson, tel 01224 523057 or email derjamieson@aberdeencity.gov.uk

DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons ……………

For example, I know the applicant / I am a member of the Board of X / I am employed by… and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons …………… however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons …………… however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

(a)   a devolved public body as defined in Schedule 3 to the Act;

(b)   a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;

(c)   a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or

(d)   a body being a company:-
i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons……and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority…. and I will therefore withdraw from the meeting room during any discussion and voting on that item.

PUBLIC PROTECTION COMMITTEE

ABERDEEN, 28 April 2021.   Minute of Meeting of the PUBLIC PROTECTION COMMITTEE.   Present:- Councillor Stewart, the Depute Provost, Convener; Councillor Lesley Dunbar, Vice-Convener;   and Councillors Allard, Cameron (as substitute for Councillor MacGregor), Duncan, Greig, Houghton, Townson and Wheeler.

The agenda, reports associated with this minute can be found here, whilst the recording of the meeting can be found here.
Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

DECLARATIONS OF INTEREST

1.	The Convener invited Members to declare any interests in the business before the Committee.

Councillor Lesley Dunbar, Vice Convener, declared an interest in Item 14 (Assurance on Child Poverty Action Plan – CUS/21/086) by virtue of her position as a Board member of CFINE and considered that the nature of her interest did not require her to leave the meeting and therefore chose to remain in the meeting for consideration of the item.

MINUTE OF PREVIOUS MEETING OF 9 MARCH 2021

2.	The Committee had before it the draft minute of its previous meeting.

The Committee resolved :-
to approve the minute as a correct record.

COMMITTEE PLANNER

3.	The Committee had before it the Committee Planner.

Members heard that the planner represented current and future business and advised that following Members' suggestions, themes for future reporting by Police Scotland and the Scottish Fire and Rescue Service were now included.

Members were asked to consider themes for future reporting by all services and statutory bodies reporting to the Committee.

The Committee resolved :-
to note the Committee planner.

PUBLIC PROTECTION COMMITTEE
28 April 2021

BUILDING STANDARDS ACTIVITY REPORT - COM/21/083

4. The Committee had before it the report from the Chief Officer – Strategic Place Planning which presented information intended to provide assurance and an overview of Council responsibilities in relation to securing dangerous buildings and protecting public safety, as well as activity on unauthorised building work and unauthorised occupation of buildings.

Members heard from the Building Standards Manager who provided explanation to the report and provided response to Member's questions.

The report recommended :-
that the Committee –
a)   note and endorse the contents of the report and appendix; and
b)   agree to 6 monthly assurance reporting – next update 28 October 2021.

The Committee resolved :-
to approve the recommendations.

COVID-19 UPDATE – ENVIRONMENTAL HEALTH & TRADING STANDARDS - OPE/21/087

5. The Committee had before it the report from the Chief Officer – Operations and Protective Services which presented an update on the Environmental Health and Trading Standards response to COVID-19, noting that the update is current with Scottish Government directions and guidance as at date of submission.

Members heard from the Protective Services Manager who provided an overview of the report and included an update on the current position as the current lockdown progress continued.

Members expressed appreciation of the duties being undertaken by the Service which included local, regional and national participation.

The report recommended :-
that the Committee note and endorse the update of Protective Services' (Environmental Health & Trading Standards) response to COVID-19.

The Committee resolved :-
to approve the recommendation.

PUBLIC PROTECTION COMMITTEE
28 April 2021

POLICE SCOTLAND - COVID UPDATE

6.   The Convener introduced Chief Superintendent Macdonald, the Local Police Commander who prior to delivery of the following report, provided Members with an update on policing relevant to the covid pandemic since his last update to the Committee.

Members heard that whilst trends and behaviours were historically analysed over 3/5 year periods, the current situation rendered difficulties in comparison against historic trends. This position was likely to continue for some time and would be referenced in most future reports.

Chief Superintendent Macdonald indicated that broadly people were accepting of the pandemic restrictions however he believed that where there had been behaviour contrary to any legislation or guidance, these were generally from frustration rather than overt defiance.

The Committee resolved:-
to note the update.

POLICE SCOTLAND - THEMATIC REPORT ON COMPLAINTS - POL/21/081

7.   The Committee had before it the report from the Local Police Commander, Police Scotland which presented information on Police Scotland's Complaints process and the local context in respect of figures, recurring themes and insight into work undertaken to improve both our response to Complaints About the Police and to reduce the volume of such reports.

Chief Superintendent Macdonald presented the report and responded to discussion and questions from Members.

The report recommended :-
that the Committee discuss, comment on and endorse the report.

The Committee resolved :-
to approve the recommendation.

PUBLIC PROTECTION COMMITTEE
28 April 2021

SCOTTISH FIRE AND RESCUE SERVICE SIX MONTHLY PERFORMANCE REPORT - SFR/21/082

8. The Committee had before it the report from the Local Area Commander (LAC), Scottish Fire and Rescue Service (SFRS) which presented the performance of Scottish Fire and Rescue Service (SFRS) against the objectives contained within the Aberdeen City Local Fire and Rescue Plan.

The LAC, Area Commander Farquharson, presented the report and provide some commentary around the data referenced.

The LAC assisted Members during discussion and answered questions as posed.

The report recommended :-
that the Committee consider and note the performance data provided in Appendix A in relation to the SFRS 2020/21 Performance Report.

The Committee resolved :-
to approve the recommendation.

CORPORATE PARENTING UPDATED PLAN 2021-2023 - OPE/21/084

9. The Committee had before it the report from the Chief Officer – Integrated Children's and Family Services which presented the annual report on the progress of Corporate Parenting responsibilities and a refreshed and updated Corporate Parenting Plan 2021-2023.

Members heard from the Children's Services Manager who provided an overview of the report and the accompanying reference materials :-

- Aberdeen City #KeepThePromise Corporate Parenting Plan 2021-2023
- Aberdeen City Champions Board #KeepThePromise Plan 2021-2023
- Aberdeen Care Experience (ACE) Participation report May 2020-March 2021

Members acknowledged their responsibilities as Corporate Parents and encouraged delivery of future training discussed during the presentation.

Members made particular reference to Peter Melrose, Development Officer and his contributions to the ACE Advisors and were saddened to hear of Peter's recent health challenges connected to the pandemic.

Members wish to extend their appreciations and wishes for a return to full health to Peter and wished him well on his return to Australia.

PUBLIC PROTECTION COMMITTEE
28 April 2021

The report recommended :-
that the Committee –
a)   note and endorse progress and activities against key Corporate Parenting duties;
b)   note the updated Corporate Parenting Plan 2021-2023 (Appendix 1);
c)   note the Champions Board Plan 2021-2023 (Appendix 2);
d)   note Aberdeen Care Experience (ACE) Participation report May 2020-March 2021 (Appendix 3); and
e)   note that a further annual update will be presented to the committee in April 2022.

The Committee resolved :-
to approve the recommendations.

ASSURANCE ON CHILD POVERTY ACTION PLAN - CUS/21/086

10.   The Committee had before it the report from the Chief Officer – Early Intervention and Community Empowerment.

The report presented information to provide assurance to the Committee that the Child Poverty Action Plan Report 2019/20 had been agreed by the Operational Delivery Committee.

Members heard from the Chief Officer – Early Intervention and Community Empowerment who referenced the Community Planning Outcomes Profile and displayed this to Members.

The report recommended :-
that the Committee –
a)   note that that the Council had approved the Local Child Poverty Action Plan Report for 2019/20 in accordance with the requirements of the Child Poverty (Scotland) Act 2017 at the meeting of the Operational Delivery Committee on 13 January 2021; and
b)   note that following the Operational Delivery Committee on 13 January 2021 the Local Child Poverty Action Plan Report for 2019/20 was submitted to the Scottish Government as required.

The Committee resolved :-
to approve the recommendations.

        The Convener required to deal with a domestic situation and absented herself prior to the following item. The Vice Convener substituted, and the Convener returned at the conclusion of this item.

PUBLIC PROTECTION COMMITTEE
28 April 2021

ADULT PROTECTION COMMITTEE BIENNIAL REPORT 2018-20 - ACHSCP/21/089

11.
The Committee had before it the report from the Chief Officer – Aberdeen City Health and Social Care Partnership (ACHSCP) which shared the Aberdeen Adult Protection Committee (APC) Convener's Biennial Report for 2018-20, as published, with the Committee.

Members heard from the Lead for Social Work (ACHSCP) who provided context around the report and advised that a new Independent Convener for Adult Protection had recently been appointed.

The report recommended :-
that the Committee note and endorse the information contained within the report.

The Committee resolved :-
to approve the recommendation.

INSPECTION OF JUSTICE SOCIAL WORK SERVICES - ACHSCP/21/088

12. The Committee had before it the report from the Chief Officer – Aberdeen City Health and Social Care Partnership (ACHSCP) which informed the Committee of the recent publication by the Care Inspectorate of its inspection report into the justice social work service.

Members heard from the Lead for Social Work (ACHSCP) who explained the processes undertaken during the inspection which was paused due to the pandemic then recommenced in a different format.

Members acknowledged that effective self-assessment activity had proved very successful in assisting achieve such a positive report from the Care Inspectorate.

The report recommended :-
that the Committee note and endorse the information contained within the report.

The Committee resolved :-
to approve the recommendation.

PUBLIC PROTECTION COMMITTEE
28 April 2021

STATUTORY APPROPRIATE ADULT SERVICE - ACHSCP/21/091

13.   The Committee had before it the report from the Chief Officer – Aberdeen City Health and Social Care Partnership (ACHSCP) which provided the Committee with an update on the progress of the statutory Appropriate Adult Service since its commencement on 10 January 2020.

Members heard from the Lead for Social Care (ACHSCP) who provided information on the activities undertaken to date though advised that take up had been reduced to the continuing pandemic.

Members enquired if it would be appropriate to seek a further update and it was agreed to provide a report to Committee on 7 December 2021.

The report recommended :-
that the Committee note and endorse the information contained within the report.

The Committee resolved :-
(i)   to approve the recommendation; and
(ii)   to receive an updated report to Committee on 7 December 2021.

ABERDEEN VIOLENCE AGAINST WOMEN PARTNERSHIP PROGRESS REPORT - CUS/21/085

14.   The Committee had before it the report from the Chief Officer – Early Intervention and Community Engagement in his capacity as Chair of the Community Justice Group which updated the Committee on the progress of the Aberdeen Violence Against Women Partnership (AVAWP).

Members heard an overview of the report and of some of the challenges experienced during the pandemic period.

The report recommended :-
that the Committee –
(i)   note and endorse the information contained within this report and appendices; and
(ii)   note that in future an annual assurance report will be presented to the Committee by the Chief Officer – Early Intervention and Community Empowerment.

The Committee resolved :-
to approve the recommendations

PUBLIC PROTECTION COMMITTEE
28 April 2021

EU EXIT – CURRENT POSITION - COM/21/080

15. The Committee had before it the report from the Chief Officer – Governance which provided the Committee with assurance of the on-going activities in relation to EU Exit.

Members heard from the Chief Officer – Governance who provided overview of the stand-by arrangements in place around EU Exit.

In response to questions regarding EU Settlement requirements, Members were advised that this was being monitored by People and Organisational Development and significant updates would be reported to Committee as appropriate.

The report recommended :-
that the Committee note the content of the report.

The Committee resolved :-
to approve the recommendation.
- **Councillor Jennifer Stewart, Convener**

	A	B	C	D	E	F	G	H	I
1	PUBLIC PROTECTION COMMITTEE BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3	2 0 2 1								
4	23 June 2021								
5	Police Scotland - Thematic Report : Sudden Death	It is suggested that this theme be - Sudden Unexplained Death in Infancy/Offshore Deaths		George Macdonald	Police Scotland	Police Scotland	5.7		
6	Police Scotland - Thematic Report : Cyber	Detailing current Fraud types and threat, how this impacts on the most vulnerable and the ongoing activity to prevent and disrupt Fraud and support those targeted.		George Macdonald	Police Scotland	Police Scotland	5.7		
7	SFRS - Thematic Report ; Recruitment and Retention	As suggested by Members on 9 March 2021		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.7		
8	SFRS Long Term Strategic Vision	SFRS will beging consultation on 6 June 2021 for 6 weeks and will updarte Committee on this.		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.1		
9	Child Protection Committee Annual Report	To present the Child Protection Committee annual report.		Graeme Simpson	Integrated Children's and Family Services	Operations	1.1, 1.2	Delayed	This report is due to commence after July then will go via CPC, the Executive Group and be presented to PPC on 07.12.2021

	A	B	C	D	E	F	G	H	I
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
10	Prevent Multi-Agency Panel (PMAP) Duty Guidance for Scotland	To provide information on the Prevent Multi-Agency Panel (PMAP) Duty Guidance for Scotland		Derek McGowan	Early Interventions and Community Empowerment	Customer	2.5	R	Officers require more time to consider the new guidance and further engage in planned sessions with Scottish Government, Home Office and regional partners. Further report on Contest within the Resiliance Annual Report on 7 December 2021 will include the details on Prevent
11									
12	**27 October 2021**								
13	Police Scotland - Police Scotland - Thematic Report : Domestic Abuse	An update on 'Coercive Control' following the implementation of the Domestic Abuse (Scotland) Act 2018.		George Macdonald	Police Scotland	Police Scotland	5.7		
14	Police Scotland - Police Scotland - Thematic Report : Mental Health & Wellbeing Support	To provide information to the Committee on the approach to mental health matters for all staff, in particular front line Officers in regard to the recognition and treatment of Post-Traumatic Stress Disorder.		George Macdonald	Police Scotland	Police Scotland	5.7		
15	Scottish Fire and Rescue Service Six Monthly Performance Report	To present the most recent 6 monthly Performance Report		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.6		
16	SFRS - Thematic Report ; Community Engagement	As suggested by Members on 9 March 2021		Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.7		
17	Scottish Government update on new Building Regulations	At its meeting on 10 October 2019, the Committee agreed to receiving a future update in Autumn 2021	for Autumn 2021	Gordon Spence	Place	Governance	4.1		
18	Chief Social Work Officer Annual Report	To present the Chief Social Work Officer annual report.	This report is due to be prepared in Autum and will presented to PPC on 27 October 2021	Graeme Simpson	Integrated Children's and Family Services	Operations	1.6		
19									
20	**07 December 2021**								
21	Police Scotland - Thematic Report : National Assets	To provide Committee an update on availability and eeployment of national assets		George Macdonald	Police Scotland	Police Scotland	5.7		
22	Scottish Fire and Rescue Service : Thematic Report : Inspections	As suggested by Members on 9 March 2021	alternative meetings for Perf then Thematic	Bruce Farquharson	Scottish Fire and Rescue Service	Scottish Fire and Rescue Service	5.6		
23	Building Standards Activity Report	At its meeting on 10 October 2019, the Committee agreed to six monthly assurance reporting	for December 2021	Gordon Spence	Place	Governance	4.1		
24	Annual Committee Effectiveness Report			Fraser Bell	Governance	Governance	GD 7.4		

	A	B	C	D	E	F	G	H	I
2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**	**Report Author**	**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
25	Resilience Annual Report	As per ToR's; 2.1 monitor compliance with the Council's duties relating to resilience and local emergencies; this includes reviewing staffing arrangements and systems for incident management;2.3 receive assurance that services are maintaining and reviewing Business Continuity Plans in accordance with the priorities allocated to them; and2.5 monitor the Council's response to the National CONTEST strategy and associated plans relating to Counter Terrorism.	Last reported on 02.12.2020	Vikki Cuthbert	Governance	Governance	2.1, 2.3, 2.5		
26	**2022**								

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	21/05/2021
EXEMPT	No
REPORT TITLE	Death Investigations
REPORT NUMBER	POL/21/142
DIRECTOR	
CHIEF OFFICER	
REPORT AUTHOR	Superintendent Richard Craig, North East Division, Police Scotland
TERMS OF REFERENCE	5.7

1. **PURPOSE OF REPORT**

1.1 To provide information to the Committee regarding Investigation of Death within North East Division, including categories of death with specifics around offshore incidents and deaths involving children, use of technology by Officers first at scene and our mechanisms to support the welfare of Police Officers and Staff.

2. **RECOMMENDATION(S)**

2.1 The Committee discuss, comment on and endorse the report.

3. **BACKGROUND**

3.1 Police Scotland adopt a three stage process to ensure every death receives an appropriate response and assessment. These stages include the preservation of life unless death is indisputable, initial assessment of the body, scene and circumstances and an appropriate response based on the category of death. Whilst Police will obtain the opinion of Health Care Professionals, ultimately the Police have responsibility for determining the category of death.

Categories of Death

3.2 There are three broad categories of death:

- **Medical deaths:** where a death is expected or attributable to natural causes. Police Scotland would likely have minimal involvement in such deaths;

- **Unexplained Medical deaths:** where a death is sudden but non suspicious, however, a degree of medical uncertainty exists. Such incidents are general reported by Healthcare Professionals to the Scottish Fatalities Investigation Unit (SFIU) of the Crown Office and Procurator Fiscal Service (COPFS) and only upon instruction from the Fiscal Service would the submission of a Police report be required;

- **Police Reportable deaths:** which encompasses several sub categories including suspicious, drug related, suicide, accidental or deaths involving neglect or fault. Police Scotland has responsibility to investigate and report all such deaths to the Crown Office and Procurator Fiscal Service.

Investigation

3.3 The overarching priority of any potential death is to preserve life unless a competent healthcare professional is in attendance and/or the death is obvious. Where death has occurred, Officers will deal with any family or friends with respect, dignity and compassion.

3.4 Initial assessment of the body, scene and circumstances along with any risks present is carried out by Officers first at scene. Where a Police reportable death is deemed to have occurred, Police Scotland assume responsibility and the death will fall to the supervision of an Inspector who will attend the scene.

3.5 In this early phase, the priorities will include scene preservation and counter contamination, viewing of the deceased for any injuries, securing any evidence including witnesses and identification of the deceased. An investigation of the death will thereafter commence.

3.6 In North East Division, a dedicated team of four Officers, overseen by an Inspector, deal with and report all non suspicious sudden death enquiries. The Divisional Administration Support Unit (DASU) work closely with the Scottish Fatalities Investigation Unit of COPFS and have an excellent relationship with Pathologists and Technicians based at the Public Mortuary in Aberdeen. This model ensures consistency and improved communication with bereaved families.

3.7 In relation to the remainder of Police reportable deaths, including those where criminal prosecution may take place, for example drug related or work place incidents, Officers from Criminal Investigation Department will be contacted and a Senior Investigating Officer (SIO) of at least Detective Inspector rank, appointed. In the event of a suspicious death or apparent homicide, Officers from Police Scotland's Major Investigation Teams (MIT) will assume ownership of the enquiry.

3.8 During the 3 year period 2018 – 2020 inclusive, North East Division averaged 476 Police reportable deaths per year. This figure does not include Police involvement with medical deaths which, although do not require a report, do necessitate liaison with the NHS to bring to a satisfactory conclusion.

3.9   Where applicable, and in consultation with COPFS, Police Scotland can request the assistance of various professionals including Forensic Pathologists, Biologists, Chemists and Health and Safety Officials.

3.10   Only when appropriate and in line with any forensic considerations of the scene, will a deceased be removed from a scene and transported to the Public Mortuary.

3.11   The care and welfare of next of kin is always at the forefront of considerations, particularly where a death has been sudden and unexpected. Where there is a Police investigation into a death, Officers will communicate effectively and inclusively with the bereaved family. In appropriate circumstances, this can be achieved with the deployment of a Family Liaison Officer.

Technological Advances

3.12   Frontline Officers within North East Division are now routinely issued electronic handheld devices which have now replaced the traditional paper notebook. In respect of death investigations these devices provide remote access to a number of databases allowing Officers to carry out research at the scene of a death for information which may be relevant.

3.13   Most recently the handheld device, which is fitted with a camera, can also be utilised to take initial photographs from the scene of a death at the request of a Senior Investigating Officer allowing scene assessment at the earliest opportunity.

3.14   Any statements noted on the device, from witnesses at the scene of the death, are immediately accessible to other Officers such as Detectives located remotely. This allows a far quicker sharing of information from the scene to allow investigating Officers a quicker understanding of the circumstances and to influence any investigative strategy.

3.15   Body Worn Cameras are also routinely issued to Officers within the North East and is well embedded in day to day policing. The ability to activate cameras immediately upon arrival at the scene of a potential death is an invaluable tool both with regards to briefing and for use at potential future proceedings. It should be stressed that activating these cameras is not required nor appropriate at the scene of the majority of deaths. Only where circumstances give cause for concern or clearly indicative of suspicion would their use be encouraged

Offshore Death Investigation

3.16   Police Scotland has overall responsibility for policing all oil and gas and renewable installations, whether fixed or floating, within Scottish territorial waters (12 nautical miles from the coast).

3.17   Further to this, North East Division has jurisdictional responsibility for all offshore installations located beyond these territorial limits in the exclusive economic zone, an area which extends to the borders with Ireland,

The Faroes and Norway. North East Division maintains excellent links with partners such as the Maritime Coastguard Agency, Oil Installation and Vessel Operators and Offshore Emergency Response providers.

3.18   Between 2014 and 2020, North East Division investigated 28 offshore deaths. There have been no deaths during 2020/21, largely attributable to the pandemic which has limited offshore travel.

3.19   Upon a death occurring on an offshore installation or vessel, the operating company will set up an Emergency Response Room. North East Division will deploy one of about 15 specially trained Incident Liaison Officers (ILO) to this Emergency Response Room. This deployment provides a crucial communication link between Police Scotland and the operating company when responding to the offshore incident. The ILO will ensure appropriate actions are taken by offshore industry partners and liaise with necessary representatives.

3.20   North East Division maintains a group of Officers and staff who are appropriately trained and equipped to travel offshore to investigate incidents. Typically up to four of these staff will travel offshore on a flight arranged by the offshore operating company. The ILO will work with the company to assist with logistical arrangements.

3.21   The Officers deployed offshore will work extremely closely with the Offshore Installation Manager or Vessel Master in order to fully inspect and photograph the scene, gather appropriate evidence and note statements from relevant persons. Arrangements will be made to return deceased to shore and North East Division will retain ownership of enquiries.

3.22   North East Division has a commitment to regularly deploy ILO's to a large number of training exercises each year to assist partners in training for offshore emergency response particularly those involving sudden deaths. North East Division will further deploy ILO's to Aberdeen based Emergency Response Rooms to assist partner agencies and Police Forces who are responding to a death or major incident in their respective territorial waters.

Child Death Investigation

3.23   Sudden Unexpected Death in Infancy (SUDI), previously referred to as 'cot death' and its causes are still largely unexplained. In 2020, there were 11 such deaths recorded at the Public Mortuary in Aberdeen City which incorporates Grampian Highlands and Islands. To date, in 2021 there have been 2 such deaths.

3.24   Rather than the term 'SUDI', Police Scotland now refers to an "unexpected Death of a Child" as the death of an infant or child (less than 16 years old) which is:

- Not anticipated as a significant possibility, for example without being prescriptive, 24 hours before death; or

- Where there was a similarly unexpected collapse or incident leading to or precipitating the events which led to death.

3.25   Police Scotland have a duty to investigate the unexpected Death of a Child under Article 2 of the Human Rights Act 1988, which states everyone's life shall be protected by law. This Article requires public authorities to establish the cause of death.

3.26   The Police investigate every unexpected or clinically unexplained death under the instruction of the Procurator Fiscal, this includes the unexpected Death of a Child (as defined above). Rarely there may be concern the death is not of natural causes and it is the role of the Police to identify such occasions and to assist key professionals in establishing the cause of death.

3.27   When a report of an unexpected Death of a Child is received, Police Scotland will immediately identify a Child Death Senior Investigating Officer (SIO) who has responsibility for the strategic oversight and governance of the enquiry. The SIO will be of the rank of Detective Inspector or above and will have undertaken specialised training with regards to the investigation of Child Deaths.

3.28   Child Death investigations are complex and extremely sensitive in nature. While the principles of death investigation apply in a Child Death incident, the need to balance a thorough investigation with the grief of parents is extremely challenging.

3.29   The primary aim of a Police investigation is to exclude covert child homicide and other child abuse/neglect offences. In the majority of unexpected Child Deaths which occur out with health premises, the child will be taken to the Emergency Department for resuscitation. This attendance at hospital also allows for Paediatric assessment of the circumstances (including to seek to identify covert homicide) and for provision of Bereavement Services and support.

3.30   The concept of partnership working is fully realised when investigating the unexpected Death of a Child. Police Scotland work closely with Local Authority Social Work and the NHS to ensure consideration of both the circumstances as they present and any relevant background information.

Staff Welfare

3.31   It is widely recognised that exposure to death investigations in the Police Service can have a significant impact on physical and mental health and as such the wellbeing of Police Officers and Staff is absolutely paramount.

3.32   Post traumatic support for all Officers and Staff is paramount to prevent long term ill health. There are several processes and organisations in place to support Police Officers and staff.

3.33   Trauma Risk Management Model (TRiM) is the model used to provide support for all Officers and Staff who are directly involved in or exposed to potentially traumatic incidents. It is a voluntary and confidential process and can be referred by line management or self-referred.

3.34   A TRiM intervention can include a one to one or group risk assessment where an assessor will work with the individual or group to identify the best support that can be provided. An assessment is usually carried out between 4-14 days after the incident with follow up assessment after 28 days.

3.35   The Employee Assistance Programme (EAP) provides Officers, staff and household family members (over the age of 16) with access to a confidential support service. They can provide practical information and advice on a variety of issues. Counselling support is available to aid with anxiety, stress, trauma or bereavement related issues.

3.36   The investigation of death is one of the most challenging aspects of policing. Within North East Division, our tailored approach to the reporting of deaths by dedicated teams and our proficiency with offshore incidents ensures a consistent and competent outcome. It is assessed this model of working provides an improved service to those bereaved individuals who are coming to terms with the loss of a loved one.

4.   FINANCIAL IMPLICATIONS

4.1   There are no direct financial implications arising from the recommendations of this report.

5.   LEGAL IMPLICATIONS

5.1   There are no direct legal implications arising from the recommendations of this report.

6.   MANAGEMENT OF RISK

	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	N/A		
Legal	N/A		
Employee	N/A		
Customer	N/A		
Environment	N/A		
Technology	N/A		

Reputational	N/A		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Police Scotland are key partners within Community Planning Aberdeen and help contribute to the shared vision for 2026 that 'Aberdeen is a place where all people can prosper' and towards the achievement of the LOIP theme which aims to make people more resilient and protect them from harm; where every child, irrespective of their circumstances, is supported to grow, develop and reach their full potential; and where all people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the City.
Prosperous Place	Police Scotland are key partners within Community Planning Aberdeen and help contribute to the shared vision for 2026 that 'Aberdeen is a place where all people can prosper' and towards the achievement of the LOIP theme which aims to support individuals and communities to live in healthy, sustainable ways; and the development of sustainable communities with strong and resilient communities.

Design Principles of Target Operating Model	
	Impact of Report
Governance	The Council has an oversight role of the North East Division of Police Scotland in terms of its performance and delivery of the Local Police Plan.
Partnerships and Alliances	The Council and Police Scotland are Community Planning Aberdeen partners with a shared commitment to deliver the LOIP.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required.
Data Protection Impact Assessment	Not required.
Duty of Due Regard/Fairer Scotland Duty	Not applicable.

9. BACKGROUND PAPERS

N/A

10. APPENDICES (if applicable)

N/A

11. REPORT AUTHOR CONTACT DETAILS

Superintendent Richard Craig
North East Division
Police Scotland

ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	21/05/2021
EXEMPT	No
REPORT TITLE	Fraud
REPORT NUMBER	POL/21/143
DIRECTOR	
CHIEF OFFICER	
REPORT AUTHOR	Detective Chief Inspector Fionnuala McPhail North East Division, Police Scotland Val Vertigans, Lead Strategic Officer Aberdeen City Council Carol Simmers, Adult Public Protection Aberdeen Health & Social Care Partnership
TERMS OF REFERENCE	5.7

1.   **PURPOSE OF REPORT**

1.1   To advise members regarding the current threat presented in respect of Fraud, particularly non-contact and cyber-enabled to those most vulnerable within the community.

2.   **RECOMMENDATION(S)**

2.1   The Committee discuss, comment on and endorse the report.

3.   **BACKGROUND**

3.1   Online and Cyber-enabled Fraud exists in various forms and this report details some of the impact on communities, particularly in respect of the elderly or vulnerable. It also outlines other types of cyber-enabled crime and highlights the ongoing work by Police Scotland and Local Authority partners across Aberdeen City to prevent this crime type and educate the community while targeting and disrupting the perpetrators.

3.2   There has been a steady and consistent increase in reported non-contact Fraud across all areas of Scotland, including Aberdeen City. A portion of this may be as a direct result of increased internet usage and online investment

activity during the COVID19 pandemic. However, it should be noted that prior to the pandemic this had already been assessed as an escalating crime trend.

Fraud Types - Facts and Figures

3.3   There are a number of different types of Cyber-enabled Fraud, including:

- **Investment Fraud (also cryptocurrency fraud)** - Victims generally search online for an investment opportunity and are then induced to 'invest' money in cloned firms. There has been a marked increase in cryptocurrency related frauds (almost exclusively Bitcoin).

- **Safe-Account Fraud** - Victims receive a telephone call from a fraudster purporting to be calling from the fraud team at his or her bank or from Police Scotland. The fraudster advises the victim's account has been compromised and induces them to transfer their funds into a 'safe account' provided by the fraudster. It is likely the account is held by a member at the bottom of the chain of an organised crime group, i.e. a money mule.

- **Romance Fraud (dating)** - The fraudster registers with a genuine online dating agency and befriends another member. Over the course of time the victim begins to trust the fraudster who presents themselves as charming, trustworthy and reliable. Often the fraudster pretends to be a member of the US Military posted in Afghanistan or Iraq who needs money to travel home because of a sick relative. There have been occasions where the victim has lost life savings as the fraudster makes more and more demands for money for various things.

- **Revenge Porn (commonly referred to as 'Sextortion')** – The perpetrator engages the victim in sexualized conversation on line and convinces them to send indecent or explicit images of themselves. They thereafter threaten to publish or share these images on the internet or to the family and/or colleagues of the victim unless money is transferred to account details provided. Due to the associated shame and fear these crimes are believed to be under-reported and have a significant impact on the mental wellbeing of those being extorted.

3.4   As described above the main beneficiaries of these Frauds are not based within the Aberdeen City area. There are very few based within Scotland or indeed the UK and it is challenging for investigators to determine the final recipient of funds appropriated. These Frauds are often orchestrated by complex Organised Crime Groups (OCG's) so the most effective method of targeting these crimes locally focuses primarily on prevention, disruption and education.

3.5   In respect of Safe-Account Frauds there are occasional instances where the perpetrator has travelled to the area and either posed as an official from a financial institution or a Police Officer in order to have cash handed to them by the victim. Police Scotland have recently been successful in identifying and disrupting one of these groups operating across Scotland which has impacted

on the North East. Money Laundering Enquiries have also been successful in reporting the holders of 'mule' accounts.

Victims and Vulnerabilities

3.6   The victim profile for most Frauds do not fall in to the category of vulnerable and/or exploited. The scams usually involve casting a 'wider net' so the potential for some of the victims to include vulnerable communities clearly exists. In respect of Investment Fraud victims are largely members of the community with disposable income who are familiar with the processes for significant financial investment but have been convinced that the source of their investment is genuine.

3.7   The elderly and vulnerable members of the community still tend to be targeted by more contact Fraud methods, such as Bogus workmen type scams. However, there are a small portion of the victims of online Fraud who are vulnerable by age but do not appear to have been specifically targeted for this reason.

Police Response

3.8   Nationally, 'Operation Giantkind' has been established alongside partnerships in the Financial Conduct Authority (FCA) and Banking Organisations to combat the issue of Investment Fraud through increased security measures and awareness-raising among investors.

3.9   The 'Take 5 for Fraud' campaign which ran during the beginning of 2021 also sought to increase awareness and encourage reporting of all Fraud and attempts so that an accurate picture of the problem could be established.

3.10   Locally 'A' Division adopted a three-strand approach of Prevention, Governance and Investigation and a media strategy was formulated in conjunction with Corporate Communications. A high-profile, week-long series of newspaper articles in local media, highlighting a different Fraud type each day, with input from some of the victims, was particularly well received. A short life working group ensured that tasks were allocated via the Adult Protection Co-ordinator to share with partners and the Financial Harm Sub Group to raise awareness for the vulnerable and elderly in relation to the continuing variations and innovations of this crime type.

3.11   In respect of governance and investigation there is a strong focus on management and use of specialist skills to ensure all investigative opportunities are identified. Analytical review will continue to inform and direct appropriate resources moving forward.

3.12   However, it is clear that prevention and awareness raising remains the priority to reduce the number of Frauds. Media awareness and Partnership strategies are to continue in this regard.

3.13   In June 2021 a Divisional Cyber-enabled Crime Team will commence operation within North East Division. This team has been introduced solely to

focus on this crime type and is the first of its kind in Scotland. It will encompass specifically trained and skilled officers with a remit to Review, Triage, Support and Investigate all elements of Cyber-enabled crime across the Division. This team will also operate alongside all available partners to establish firm prevention, education and disruption strategies.

Partnership Response

3.14   Where a person is at risk of fraud and is unable to protect themselves due to a disability, mental or physical infirmity they would be assessed and supported under the Adult Support and Protection (Scotland) Act 2007. This Act provides measures to address abuse and harm amongst vulnerable adults within our communities.

3.15   The Act gave duties to the Council for the purpose of protecting adults at risk from harm. In particular, the Council has a duty to make inquiries where the Council believes intervention may be required to protect an adult at risk.

3.16   Other organisations also have duties under the 2007 Act - including duties of cooperation and of sharing relevant information.

3.17   The Aberdeen City Adult Protection Committee (APC) is a strategic partnership responsible for the development, publication, dissemination, implementation and evaluation of adult protection policy and practice across the public, private and third sector organisations.

3.18   Grampian Financial Harm Subgroup is a permanent subgroup and meets on a quarterly basis. Its purpose is to raise awareness of financial harm in its different forms; undertaking initiatives to reduce financial harm and raising awareness of support for people who are at risk of financial harm in both the public and professional spheres in the North East of Scotland. The group keeps abreast of any new local or national financial harm initiatives and will do any work required to assist with their inclusion in local practices.

3.19   In line with Aberdeen APC's Communications Strategy and Plan, which was agreed at the meeting on 13th April 2021, information and updates received from the Grampian Financial Harm Sub Group are circulated regularly, in a number of ways: 1. Specific email updates and 'posts' on Teams sites, for APC and Operational Sub Group members (for onward dissemination to individual agency staff) and lead agency staff; 2.Articles in bulletins – one specifically for lead agency staff (Council Officers) and one for wider staff from across the agencies; and 3. Briefing sessions for Council Officers and wider multi agency staff.

3.20   It is reported that financial harm is generally the second highest risk factor for adults in Aberdeen City and during the reporting period 2018-2020 financial harm accounting for 15.52% of total referrals. Many financial abuse situations involving adults at risk tends to include:

- Financial exploitation by relatives, friends or carers.
- Misuse of property or welfare benefits e.g., taking up residence in a vulnerable adult's home, or abusing their hospitality or overstaying their welcome.
- Pressure to hand over or sign over property or money e.g., being granted power of attorney or awarded guardianship but abusing the position of trust.
- Stopping someone getting their money e.g., adult children who use a parent's pension or benefits and makes the parent ask them for money.
- Being scammed by rogue traders and bogus callers e.g., organised gangs targeting vulnerable people, where an adult at risk has fallen victim to high pressure sales techniques.
- Online scams, including a large amount of unsolicited mail and / or telephone calls.

3.21 Microsoft Dynamics 365 [D365] is to be implemented over the next year. It will replace the current CareFirst data system. D365 has a different data function making it easier to identify the perpetrator and the victim by improving the ability to physically link cases together and then tailoring response appropriately.

3.22 DWP are adopting a multi-agency approach to supporting adults at risk of financial harm by employing 4 senior safeguarding leaders across Scotland whose key roles include identification of their more vulnerable customers, improving services, working across all DWP product lines, building relationships with other organisations and local communities and taking part in the National Safeguarding Committee.

3.23 Trading Standards publish a weekly newsletter which again aims to raise awareness of local fraud types and trends. It provides guidance and contact number details for contact and support organisations. The most recent publication included information on a crypto-currency scam and information on how to combat this through awareness of the FCA. Trading Standards can also participate in Interagency Referral Discussions when a vulnerability is identified.

3.24 Trading standards have links to the FCA through Scamsmart campaigns, and are committed to awareness-raising and intervention through Friends Against Scams and other methods, such as Call Blocker mechanisms and Cyber-reliance awareness.

4.   FINANCIAL IMPLICATIONS

4.1   There are no direct financial implications arising from the recommendations of this report.

5.   LEGAL IMPLICATIONS

5.1   There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	N/A		
Legal	N/A		
Employee	N/A		
Customer	N/A		
Environment	N/A		
Technology	N/A		
Reputational	N/A		

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Police Scotland are key partners within Community Planning Aberdeen and help contribute to the shared vision for 2026 that 'Aberdeen is a place where all people can prosper' and towards the achievement of the LOIP theme which aims to make people more resilient and protect them from harm; where every child, irrespective of their circumstances, is supported to grow, develop and reach their full potential; and where all people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the City.
Prosperous Place	Police Scotland are key partners within Community Planning Aberdeen and help contribute to the shared vision for 2026 that 'Aberdeen is a place where all people can prosper' and towards the achievement of the LOIP theme which aims to support individuals and communities to live in healthy, sustainable ways; and the development of sustainable communities with strong and resilient communities.

Design Principles of Target Operating Model	
	Impact of Report
Governance	The Council has an oversight role of the North East Division of Police Scotland in terms of its performance and delivery of the Local Police Plan.

Partnerships and Alliances	The Council and Police Scotland are Community Planning Aberdeen partners with a shared commitment to deliver the LOIP.

8.   IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required.
Data Protection Impact Assessment	Not required.
Duty of Due Regard/Fairer Scotland Duty	Not applicable.

9.   BACKGROUND PAPERS

N/A

10.   APPENDICES (if applicable)

N/A

11.   REPORT AUTHOR CONTACT DETAILS

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Aberdeen Health & Social Care Partnership

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	June 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Scottish Fire and Rescue Service – Long Term Vision
REPORT NUMBER	SFR/21/151
DIRECTOR	Bruce Farquharson, Local Senior Officer, SFRS
CHIEF OFFICER	Group Commander Scott Symon
REPORT AUTHOR	Bruce Farquharson, Local Senior Officer, SFRS
TERMS OF REFERENCE	5.1

1. **PURPOSE OF REPORT**

1.1 To present the Scottish Fire and Rescue Service Long Term Vision.

2. **RECOMMENDATION(S)**

2.1 That the Committee note the information provided in **Appendix A** in relation to the SFRS Long Term Vision.

3. **BACKGROUND**

3.1 This report presents the Scottish Fire and Rescue Service, Long Term Vision.

3.2 This report, its appendix and presentation provides information on the SFRS national approach and offers the opportunity to engage in consultation.

4. **FINANCIAL IMPLICATIONS**

4.1 There are no significant financial implications for the Council.

5. **LEGAL IMPLICATIONS**

5.1 There are no significant legal implications for the Council.

6. MANAGEMENT OF RISK

6.1 Not applicable

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The proposals within this report support the delivery of the following LOIP Stretch Outcomes: - 90% of working people in Living Wage employment by 2026.
Prosperous People	Whilst not specific to any Stretch Outcome, the paper seeks contribution to Prosperous People as SFRS will review, revise and implement service provision and improvements to remain fit for purpose. The paper seeks contribution from the public.
Prosperous Place	Whilst not specific to any Stretch Outcome, the paper seeks contribution to Prosperous Place as SFRS seeks to create a great place to work where our people are safe, supported and empowered to deliver high performing innovative services The paper seeks contribution from the public.
Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Not applicable
Organisational Design	Not applicable
Governance	Not applicable
Workforce	Not applicable
Process Design	Not applicable
Technology	Not applicable
Partnerships and Alliances	Not applicable

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	N/A
Privacy Impact Assessment	N/A
Duty of Due Regard / Fairer Scotland Duty	Not required.

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Appendix A – SFRS Long Term Vision.

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11. REPORT AUTHOR CONTACT DETAILS

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Scottish Fire and Rescue Service
Draft Long-Term Vision

CONTENTS

1. FOREWORD

1.1   The Scottish Fire and Rescue Service (SFRS) was established in April 2013. Since then we have built upon the work of our legacy Services from which we were formed. We are also proud to walk in the footsteps of all those firefighters and other Fire Service staff who served Scotland over the last 200 years. As we look forward, we will maintain our values and traditions while ensuring their ongoing relevance to Scotland's future. In doing this we will be bold in the choices that we make for our Service and critically in how we support our communities. We will do this in the knowledge that some of those choices may be challenging but they will be the right things for us to do; just as the choices of our predecessors were the right things for their time.

1.2   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; to keep improving people's lives; improving the safety and wellbeing of the communities we serve; to continue to focus on the prevention of risk of harm and to work 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. Working together with our staff, communities and partners we will evolve and transition as an organisation, ensuring that we remain central to keeping Scotland's communities, businesses and visitors safe. In realising our Vision, we will also continue to deliver the Scottish Government's priorities as set out in the National Fire and Rescue Framework for Scotland. We will set out the specific details for delivering our Vision in our Strategic Plans over the period covered by this Draft Vision.

1.3   We are conscious that we launch our Draft Vision for the Service at a time when Scotland is emerging from the impacts of the worst pandemic for a century. As the full consequences of COVID-19 become clear we will offer our full support to communities across Scotland to help them recover socially and economically. We are also committed to working with our staff, partners and communities directly to help address the underlying social and economic challenges that the pandemic has exposed. If anything, this experience has taught us that by working together we can deliver major change to better support our communities. We will maintain that focus and apply the lessons we have learned to sustain our commitment to change as we advance our 10-year vision into action. We also launch this vision in the knowledge that we are building on a strong foundation. Our staff are committed, respected by their communities, partners and government and highly valued by the Board of the SFRS. It is this foundation that allows us to progress. What we set out below is our ambition and the pathway to our future.

2. HOW WE DEVELOPED OUR VISION

2.1   Our Draft Vision was initially fashioned by working together with our staff through an extensive set of engagement activities to ensure that as many as possible could work with us in building this vision for the Service. In doing so we sought to build a common understanding of the key challenges facing us and how we should adapt in response to them, whilst continuing with those things we currently do well. In consulting with our stakeholders and engaging with our communities we are equally committed to hearing and responding to their views as we shape our final Long-Term Vision for the Service. But we know the change journey that we are committed to will take time. It will require thoughtful consideration and detailed planning; but it will also require speed of action when that is needed. It will require us to be brave while equally being mindful of the views of others about why, how, where and when we change.

2.2   Our Draft Vision represents the beginning of a new journey for the SFRS. We welcome all of those who work within the Service, those with a connection to the Service, our communities and our partners to continue to work with us to shape our journey's detail. Together we can embrace the challenges ahead and ensure our continued success in being a public service that truly is at the heart of Scotland's future.

3. HOW MIGHT SCOTLAND CHANGE OVER THE NEXT DECADE

3.1   As we saw with the rapid onset of the COVID-19 pandemic, trying to predict what may happen in the future is extremely challenging. We also know that new technologies will continue to emerge at pace and impact upon our lives and that new opportunities will arise that we could not forecast. Therefore, what we set out below is not a prediction of the future but our understanding of some of the factors that will shape Scotland's future and what that in turn will mean for SFRS.

3.2   Over the next decade Scotland will have a stronger focus on addressing the factors that improve people's wellbeing. Simultaneously, there will likely be ongoing political debates about Scotland's constitutional future, which will inform the nature of Scotland's political dialogue and the context within which all public services will function. Scotland 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. While the drive will be to improve the quality of life for people, the biggest challenge will be to improve it for all, not just for some. Therefore, 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.

3.3   At the same time climate change will increase its impact on our weather patterns. We will experience an overall warmer but wetter climate and will see more extremes periods of wind and rain. The push to decarbonise our economy, make greater use of renewable energy and change our means of travel means the greening of Scotland's and our future will increase at pace. Meeting the challenges of climate change is something that Scotland will address and we must play our part.

3.4   There will be ongoing developments to ensure the resilience and safety of communities in order to safeguard the people who live there. We will continue to experience the threat of potential acts of terror within our communities. This will necessitate strong cross public service working to meet the challenge and to protect our staff as they work to keep our communities safe.

3.5   Stronger, more sustainable and more connected communities make for safer and more cohesive communities. The development in digital and other technologies means new communities will be formed. These will also be communities of interest and experience, not only place. We will see communities where more people work from home or their local area and where they commute less to major towns and cities. Safeguarding the most vulnerable people in their homes with digital technologies will become the norm. New outreach and community support services will be built to use that technology to protect and enhance the lives of those who are the most vulnerable. At the same time support and care for people will increasingly become personalised and built around their needs. People's expectations of more tailored public services will increase, meaning all public services, including the SFRS, will need to adapt how they work to deliver what people will increasingly expect of them.

3.6   The culmination of these and other changes will mean that place, where people live and where they perceive they live their life in a digital context, will increasingly be of importance. The physical community that someone is born into, is raised in and in which they live has profound impacts on their likely life chances, but so too will the digital communities that people are increasingly part of. Over the next decade we will see a reshaping of Scotland's physical and increasingly digital places and the reshaping of public services that support those communities. How those communities are supported and how public services are resourced to support them will be a feature in the public service reform agenda. Creating more opportunities for individuals to make their own lives better will be a key feature in this. There will be a profound shift in how society thinks of public services and their role in supporting communities change and prosper.

3.7   The decade ahead presents profound but exciting challenges to Scotland and to all its public services. The onus will be to adapt, thrive and prosper as a public service that helps meet the challenges ahead and the reward for so doing will be a country and communities that thrive. For the SFRS, Scotland's future offers enormous potential. We already add huge value to the communities we serve. But we can add further value by adapting to our context, by deepening our commitment to meet the changing needs of communities and by continuing to engage with our staff, partners and communities on how we do this. Our potential is unbounded as is our desire, intent and commitment to realising that potential.

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4. WHY MUST SFRS KEEP EVOLVING

4.1   The SFRS must evolve, not for the sake of change, but because Scotland and our communities are changing in new and complex ways. We are committed now, and will continue to be so in the future, to protecting the safety of our communities, to preventing harm to people where we can and to supporting our economy to flourish. While we evolve we are also acutely aware that some of what we do will remain steady and resolute in meeting the continuing needs of communities. Where changes in communities occurs, this will alter established patterns of risk for those communities, our country and our economy. As a Service focused on doing the right things, it is incumbent upon us to respond to those risks in new and innovative ways while retaining our current strengths. 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.

4.2   Notwithstanding the impact of the COVID-19 pandemic, over the next decade and beyond we will see Scotland's population alter as more people live into older age. As they do so, many will live alone and with multiple frailties that will require all public services to work together to support them in staying safe, healthy and free from harm. We will also see internal migration of people as the economy and patterns of work change. New communities will grow and existing ones will reduce in size. There will be growth and change in the number and types of businesses operating throughout the country. New technologies will profoundly change how people live their lives and how they interact with wider society. Climate change will alter our weather patterns with the frequency and severity of major risk events such as flooding and wildfires increasing. These challenges facing Scotland are profound, multi-faceted and are impactful on us.

4.3   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.

5.   OUR MISSION

5.1   In our engagement with staff in drafting our Vision it was clear that while we are committed to changing, we will never lose sight of who we are. We will rise to meet the challenges presented to us and to the communities we serve and we will continue to learn and adapt to those challenges. In doing this we aspire to be the best Service that we can possibly be; because we know that is the right thing to do. We also want to be among the best fire and rescue services in the world and to be held in that esteem by our peers, partners and communities. We will share our experiences, insights and learning with others about what we achieve and how we achieve it. We know that a Service that is strong in its commitment to its communities, is as equally strong in its commitments to its staff, can be confident that others will wish to hear what we have to say regarding issues relevant to our sector and to the wider public service context.

5.2   As a confident, outward looking, learning organisation, that is open to sharing with others our mission remains clear. We are:

‘Working Together, for a Safer Scotland’.

We are committed to working together as a single organisation in pursuit of our common mission. Working 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 it is that is required of us to secure the safety and wellbeing of our communities. But we will never lose sight of what our mission means to us. It represents who we are and it is what we stand for.

6.   OUR PURPOSE

6.1   At the core of any successful organisation is an understanding of why it exists and what it is set up to deliver, that is, its purpose. When the SFRS was established the overarching purpose for the Service was set:

".... 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."

6.2   Throughout our engagement with staff in drafting our Vision it was clear that this purpose should remain at the core of our Service now and into our future. It commits everyone in the SFRS; Board, management and staff, to achieving all that we can for the communities we serve. Not only does it mean we work to keep people safe from fire, our historic mission, but that we work to build improvements in their overall wellbeing in life. It commits us to responding to emergencies, when needed, and to preventing harm to people and communities before it arises. Our purpose defines who and what we are. But, it is down to all of us who are connected to and part of SFRS to continue to define how we will bring our purpose to life in ways that meet the changing needs of our communities and country.

6.3   Since 2013 the SFRS has deepened our understanding of our purpose, we have strengthened our work to prevent fires and other accidents occurring. It has led us to work with partners to protect the most vulnerable members of our communities while continuing to respond when people are at some of the most perilous points in their lives. It has led us to work to support safety in our businesses so that they may continue to grow our economy. It has led us to educate our children and young people in all issues relating to safety to help keep them free from harm and it has led us to face the growing consequences of changes in our climate. In short, we redefined how we had to evolve because that's what our communities and Scotland needed of us. We will continue to drive our evolution to ensure that over the next decade and beyond we remain the Service that Scotland needs us to be.

7. OUR STRATEGIC INTENTIONS

7.1   To shape the delivery of our Draft Vision and to realise our aspirations and ambitions we have set four long-term strategic intentions for the Service. We have not ordered the strategic intentions in priority order, each of them is of equal importance to the Service 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 and allow us to correct any drift from that as we are buffeted by any unexpected changes in our organisational environment.

Our staff are safer in carrying out the work that they do. That they are better supported both through training and in terms of their own health and wellbeing needs and that they are more satisfied and empowered as we work towards the realisation of our vision.

Our communities are safer because of how our Service evolves and adapts over time. In doing this we will also ensure that the wellbeing of those we serve is improved because of our progress in delivering our vision.

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

We become more agile and adaptable in responding to the changing risks across and between the many communities of Scotland. Our ability to adapt in agile ways will be a critical component in our success and in ensuring we take the opportunities a changing Scotland affords us and our communities.

The breadth and depth of the contribution we make to Scotland and our communities is fully recognised. This is not to simply generate publicity for the Service. Rather it is to help ensure our accountability in ensuring that our ambitions for Scotland are achieved, valued and supported by the people and communities we serve as we ensure their ongoing safety and wellbeing.

8.   OUR PRINCIPLES

8.1   Our Draft Vision is also set in line with the values that permeate our Service. We will continually support changes in behaviours across the organisation to ensure that our values remain live and are visible in all that we do as we turn our vision into a series of plans and programmes of work. We will adopt the following operating principles to how we will work and how we will develop the work plans and programmes that will deliver our Vision.

8.2   First, we will be a progressive organisation. As a progressive organisation we continue to embrace change and improvement over time, to help keep us successful. We are fully committed to securing best value in all that we do and we will innovate and find new solutions to old and intractable problems as well as find solutions to the new challenges that lie ahead. We will improve how we respond to emergency situations and critically work ever harder to prevent those situations arising where we can. We will equally look to make all that we do more efficient ensuring our resources are redirected to priority areas within the Service. As a public service we are committed to achieving fairness and equality for all those who work with the Service and for those that we serve. Our progressive commitment will be embedded in how we make decisions on what we will do, what we will prioritise and how we will act. We will connect our business systems and processes in ways that we previously could not by exploiting new technologies and the capacities they offer. We will automate and connect the data and information we and our partners hold to help build insight into how well we are performing and what more we can achieve. We know that by working in this way we will be stronger and because of that we will be able to ensure our communities are too.

8.3   Secondly, we will be people centred in all that we do. This means we are committed to enabling everyone working within the SFRS to contribute to and help shape the progression of our future direction. We will continue to work in a transparent manner so that those who wish to contribute to what we do and how we do it are enabled to do so. We also commit to ensuring that as we develop our existing services or build new services those developments will be built around meeting people's needs; the needs of our staff, partners and communities. When we change we will do so by taking people with us on our journey. This will mean we will work to get change right for people and to ensure that we work with them in ways that help us to achieve that. We will also look to work in new and smarter ways to further build and unleash the full talents of those who work for us and the talents of our communities to support our change journey. We will support people by both working smarter and making greater use of the data and information that we and our partners possess. We are determined that meeting people's needs will be at the centre of our ways of working.

8.4   Thirdly, we will be an organisation that embraces inclusiveness and difference. We will reflect the needs of our communities in what we do and we will value the unique characteristics within each of them. We will be relevant to all their futures and will help them meet their local challenges. We firmly believe an organisation that is as diverse as the communities that it serves is stronger. Moreover, differences of viewpoints, understandings and insights makes us more welcoming, tolerant, aspirational and respectful of the value that difference itself brings to our Service. Critically we believe this will make us more creative and stronger going forward in addressing the challenges we face. Through these changes we will unleash our talent, passion, commitment and a desire to help make communities safer, more resilient and consequently more prosperous. By making our organisation more inclusive we will increase our chances of success in what we do. We will also work ever more closely with our existing partners and seek out new ones to help us achieve what we set out to accomplish. We know there is no single monopoly on insight and understanding in keeping communities safe and improving their wellbeing. We will ensure everyone who wishes to offer their insight, opinion, guidance and support, as we realise our ambitions, will be able to do so.

8.5 Fourthly, in recognition of the importance of place in shaping the lives of the people of Scotland we will remain vigilant to how our communities are changing. We will deepen our understanding of their needs and use that insight to help support how we will change over time. We also know that we can achieve more by working with others and utilising their insights, talents and resources than if we operate alone. We will work with our partners and communities in addressing the needs of our changing environment and to help ensure a more sustainable Scotland. In doing so we will reshape how we operate and how we work to achieve greater organisational sustainability and to reduce our environmental impact and improve the quality of life within communities. We will also ensure the internal connectivity of the people who work for SFRS is improved while reducing our carbon consumption as we work together over a country as geographically diverse as Scotland. We know by addressing our own organisational sustainability we can help Scotland achieve its ambition to be a more sustainable, prosperous and inclusive society.

◣ 9. OUR PRIORITIES

9.1 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, through the work that we do, we will revisit these priorities to ensure they remain relevant to our strategic intentions and operating principles and to the needs of the communities we serve.

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

Progressive	People-Centred	Inclusive	Connected
Our service delivery model will meet Scotland's changing needs	We will be an organisation that works in agile and smart ways	Partnership working will be at the core of how we work	We will be driven by a deeper understanding of the needs of our communities
We will be innovative in our use of technology, data and information to change how we work	We will invest in developing leaders throughout the Service and train our staff to the highest standards	We will value difference, of views, experiences and backgrounds within our organisation	We will be a more environmentally sustainable organisation

10.1   As we develop our Draft Vision through our approach and the delivery of our priorities we will reshape key elements of our Service. We will target our resources more intelligently by using a more rounded understanding of risk to ensure we have the right resources in the right place to meet the different needs of communities across Scotland. We will work ever more closely with partners to prevent the circumstances that give rise to harm in households and communities from occurring. In doing this we will help make the transition of our services as seamless as possible. We will also refocus our energies on building more resilient and stronger communities who are able, willing and motivated to work with us in keeping their community safe. In doing all this, we will demonstrate the breadth of support we bring to communities and build their understanding of the many ways in which we touch and improve their lives. Community needs will define, shape and govern our actions.

10.2   For our operational services, our Vision means we will evolve the scope of our support to communities to keep them safe from harm. We will continue to develop our Service Delivery Model to better manage the peaks and troughs in demand for our existing services. This will mean we can use our resources in ways that are more beneficial to communities when the demands for emergency responses reduce. We will increase our role in providing life enhancing responses across Scotland in meeting the needs of communities. Our future workforce will work in more agile ways, using time and skill in ever more innovative ways to keep people and communities safe from harm. We will evolve new roles and duty systems to ensure we continue to employ people with the right skills and knowledge appropriate to the risks of the community they serve. While doing this our role as an emergency responder will remain a vital element of our support to communities. We will reshape our property, fleet, equipment and training to support our transition and ensure they act as enablers of our ongoing success in meeting the needs of communities. We will change our approach to Unwanted Fire Alarm Signals while continuing to safeguard people and property in a manner proportionate to risk. By doing this we will free up capacity and resources within the Service and dedicate these to further improving our training capability and to critically resource new service developments in meeting the needs of our communities. In support of those communities who are supported by our Retained and Volunteer Duty Systems, or on-call colleagues, we will implement new and flexible ways of working to allow more people to join the Service while still fulfilling their other work and life commitments.

10.3   We will always be a Service that responds when required, it's in the very core of who we are, but in changing we will increase our focus on preventing circumstances that require that response in the first place. We know that investing in the prevention of damaging circumstances for people and communities is a truly better and safer approach. By evolving our operational model, we aim to reduce the incidences that cause harm within our communities while offering a more dynamic response capability. We will develop blended work teams throughout the Service ensuring that we can better utilise a wide range of skills that map to the future demands facing the Service. Teams who work together, value everyone's contribution and who are dedicated to the safety and wellbeing of our communities will remain the cornerstone of how we work.

10.4   Changing our operational model means, we will need to support and help those who work within the Service to change with us. That means we will invest further in training, including making more use of technologies such as virtual and augmented reality to enable us to train to the highest standards while ensuring our staff are safe but also continuing to use live training exercises too. We will increase our joint training with relevant partners to improve how we work together in meeting the ever more complex demands we collectively face. We will increasingly adopt technologies that will keep our staff safe when on operational duty, including wearable technology that monitors the health and wellbeing of staff and using smart connective technology allowing us to better monitor and support teams as they work in the most challenging and dangerous of circumstances. We will ensure our Personal Protective Equipment continues to be of the highest standard as our commitment to the safety of our staff will never diminish.

10.5 We will also use new communications technologies to improve our connectivity on the operational incident ground and to help us work better with and in support of other partners when incidents demand it of us. New command and control technology will further enable us to make more dynamic use of our resources in managing incidents including how to make better use of partner information and data and community assets and resources.

10.6 Allied to this we will join up the data and information we can access to help us predict where incidents may occur, so that we can respond more swiftly and to better plan where we can take preventative actions. We will increasingly make use, with the proper safeguards in place, of the information generated by new technologies within people's own homes. Smart, integrated home and community technologies offer us new platforms with which to engage with people, understand their needs better and evolve how we can support them to meet their personal needs while meeting the wider needs of the broader community. We will use this complex data to design interventions that influence the behaviour of people to keep them safe. We will make appropriate data and information available on open data platforms and encourage people to engage with us to help us in understanding what the data tells us and we will use home based technologies to enhance the level of fire detection and suppression in homes throughout Scotland.

10.7 To help us change we will invest in our people to ensure they work better together in delivering common outcomes. We will invest in maintaining our core skills so that when called upon to respond we will do so with the highest level of skill, dedication and commitment required of us. We will invest in, support and help those who work within the Service to change how they work as the organisation changes and invest further in training to build and maintain the skills we need across the organisation. We will use more virtual and augmented reality to enable us to train to the highest standards while ensuring our staff are safe, whilst recognising the immense value in live training exercises which we will continue to use where appropriate.

10.8 We will invest in building the leaders and leadership skills we require to maintain our successes as we change. But the changing requirements of communities mean we will also need to develop new skills and new career opportunities by creating new types of roles within the Service. We will develop new career opportunities and pathways focused on prevention and community resilience building. We will ensure all our staff have good communication skills, the skills to make sense of complex data in decision making and skills that better enable us to influence the behaviour of people in keeping them safe. We will design our training and development procedures to ensure the right blend of skills is available to us where it is required, when it is required and in ways that reflect the particular needs of different communities across the country.

10.9 We will strengthen our team approach in co-designing services that meet community needs and we will fully integrate with and support a wide range of local partnerships. We will share property and assets with a wide range of partners across local communities and we will jointly fund posts with partners to ensure we maximise the value of our work in local communities.

10.10 We will also continue to build our organisational culture with our staff. We already are an organisation that values people and is respectful of them and we will continue to build a more inclusive culture with our staff. This in turn will make us stronger as an organisation because we value people and are respectful and tolerant of difference and the difference of perspective that different people bring. We will empower managers to make more decisions at the right levels of the organisation and reduce unnecessary bureaucracy and eliminate redundant organisational hierarchies. Our aim is that our people and the work they do will be valued as being at the heart of supporting local communities. We will also continue to ensure we have strong and supportive links to all staff representative bodies and engage them in the delivery of our Vision. Inclusion, collaboration and partnership working with our staff, their representatives, communities and our partners will shape how we work.

10.11   Agility will be at the heart of how we operate and we will target our resources more intelligently, ensuring the right resources are in the right place at the right time. Our future workforce will operate more flexibly, using time and skill in ever more innovative ways to keep people and communities safe from harm and design and deliver services in a co-productive way with communities and stakeholders. Ensuring we are a more environmentally sustainable organisation will be a key feature of our future and our aim is to be recognised as a leader in the public sector for our innovative approaches in reducing our carbon consumption. We will use electric and other non-fossil fuel vehicles across the whole fleet and we will modernise energy systems in our buildings to reduce the carbon we consume. We will also strengthen our approach to preventing wildfires to make a significant contribution to reducing the carbon impact of such fires. We will work with our partners to promote innovative and safe building techniques to prevent fires and support sustainable building construction methods. We will also change our operational and training equipment to low carbon equivalents and eliminate the environmental pollution arising from training exercises. We know a greener future for Scotland requires a greener future for the SFRS.

10.12   We will encourage all who work within the Service to engage with us in making decisions and to work with us in realising our Vision. SFRS works best when it works as a team and we will continue to build our culture to strengthen our team approach in sustaining our commitment to meeting the needs of our communities. Our reward in doing this will be the knowledge that we are acting as we always have; doing the right things for communities in protecting their safety and promoting their wellbeing.

11.   NEXT STEPS

11.1   Our Vision marks a new phase in the change journey for the SFRS 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 our communities and Scotland. It is the foundation for how we will build our Service for the future. Set out above are the steps we will take in meeting the challenges ahead. We are further committed to setting out the depth of the work and the detail of the planning that will be required in demonstrating how we will fulfil these ambitions. We will build this detail together with our staff, partners and communities in the months and years ahead. We will be steadfast in realising our Vision and we will work unceasingly to succeed in continuing to enhance the safety and welling of our communities as we do so. Our actions, not simply our words, will bear testament to this. We do this because it is the right thing to do and because that is who we are. We are the Scottish Fire and Rescue Service. We invite you to join us on the journey ahead.

12. PUBLIC CONSULTATION QUESTIONS

As part of our public consultation on a long-term vision for the Scottish Fire and Rescue Service (SFRS), we'd like to hear your views on our plans for how the Service should evolve over the next decade and beyond.

Please take five minutes to complete our short questionnaire below.

You can send us your feedback by completing the consultation questions on pages 12-15 and sending them to:

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

You can also complete the consultation questionnaire at *firescotland.citizenspace.com*

To email your views, please contact *SFRS.OurVisionConsultation@firescotland.gov.uk*

Thank you.

About you

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

- ☐ member of the public
- ☐ member of SFRS staff
- ☐ community group
- ☐ voluntary organisation

- ☐ local authority
- ☐ emergency service organisation (please state which one)
- ☐ public sector body (please state which one).

If you are responding on behalf of an organisation please state the name of the organisation here:

If you are responding as an individual please provide the first part of your postcode e.g G77, EH34:

Survey questions

1. To what extent do you think our Draft Long-Term Vision is the right future vision for SFRS?

    ☐ Strongly Agree

    ☐ Agree

    ☐ Disagree

    ☐ Strongly Disagree

    ☐ Prefer not to say

2. What could we do to improve the Draft Vision for you?

    [blank text box]

3. Looking at the four strategic intents we've identified for achieving the long-term vision, to what extent do you agree with each of them?

    • 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

    ☐ Strongly Agree

    ☐ Agree

    ☐ Disagree

    ☐ Strongly Disagree

    ☐ Prefer not to say

4. Looking at the eight proposed priorities we've identified for achieving the vision, to what extent do you agree with each of them?

    • Our service delivery model will meet Scotland's changing needs

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

    • We will be an organisation that works in agile and smart ways

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

    • Partnership working will be at the core of how we work

    • We will value different views and experiences

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

    • We will be a more environmentally sustainable organisation

    ☐ Strongly Agree

    ☐ Agree

    ☐ Disagree

    ☐ Strongly Disagree

    ☐ Prefer not to say

5. Are there any other comments you would like to make about our Draft Vision?

    [blank text box]

Positive Action

SFRS are committed to positive action to ensure fair representation and participation by those with a protected characteristic under equalities legislation. To help ensure we do this and if you're comfortable, please complete our equalities questionnaire. The questionnaire does not ask for any information that would identify an individual.

13.   EQUALITIES MONITORING FORM

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

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

1.   Your Age

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

2 .   Your Sex

- ☐ Female
- ☐ Male
- ☐ Prefer not to say

3   Trans - Do you consider yourself to be trans, or have a trans history? (for example, non-binary, trans man, trans woman)

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

4.   Your sexual orientation

- ☐ Heterosexual
- ☐ Gay/Lesbian
- ☐ Bisexual
- ☐ Prefer not to say

5.   Disability

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

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

6.   Caring Responsibilities

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

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

7. Care Experienced

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

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

8. Ethnicity – what is your Ethnic Group?

Please select only one item

A. White

- ☐ Scottish
- ☐ Other British
- ☐ Irish
- ☐ Gypsy/Traveller
- ☐ Polish
- ☐ Roma
- ☐ Showman/Showwoman
- ☐ Other white ethnic group (Please write below)

[ ]

B. Mixed or multiple ethnic groups

- ☐ Any mixed or multiple ethnic groups (Please write below)

[ ]

C. Asian, Asian Scottish or British Asian

- ☐ Pakistani, Scottish Pakistani or British Pakistani
- ☐ Indian, Scottish Indian or British Indian
- ☐ Bangladeshi, Scottish Bangladeshi or British Bangladeshi
- ☐ Chinese, Scottish Chinese or British Chinese
- ☐ Other white ethnic group (Please write below)

[ ]

D. African, Scottish African or British African

- ☐ African, Scottish African or British African (please write below - for example, NIGERIAN, SOMALI):

[ ]

E. Caribbean or Black

- ☐ Caribbean or Black (please write in below - for example, SCOTTISH CARIBBEAN, BLACK SCOTTISH):

[ ]

F. Other Ethnic Group

- ☐ Arab, Scottish Arab or British Arab
- ☐ Other, please write below (for example, SIKH, JEWISH)

[ ]

G. Prefer not to say

- ☐

9. Religion or Belief

- ☐ None
- ☐ Prefer not to say
- ☐ Church of Scotland
- ☐ Roman Catholic
- ☐ Other Christian (please write in denomination or school below)
- ☐ Muslim (please write in denomination or school below)
- ☐ Sikh
- ☐ Hindu
- ☐ Jewish
- ☐ Buddhist
- ☐ Another religion or body (please write in denomination or school below)

[ ]

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SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

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ABERDEEN CITY COUNCIL

COMMITTEE	Public Protection
DATE	June 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Scottish Fire and Rescue Service - Thematic Report
REPORT NUMBER	SFR/21/150
DIRECTOR	Bruce Farquharson, Local Senior Officer, SFRS
CHIEF OFFICER	Group Commander Scott Symon
REPORT AUTHOR	Group Commander Scott Symon
TERMS OF REFERENCE	5.7

1. PURPOSE OF REPORT

1.1 To present an outline of 'Recruitment and Retention' post Covid-19 in the Scottish Fire and Rescue Service.

2. RECOMMENDATION(S)

2.1 That the Committee consider and note the information provided in **Appendix A** in relation to the SFRS Thematic Report

3. BACKGROUND

3.1 This report invites you to review the Scottish Fire and Rescue Service, Aberdeen City 'Recruitment and Retention' Thematic Report

3.2 This report provides information on the SFRS national approach to 'Recruitment and Retention' during the recovery period from Covid-19.

4. FINANCIAL IMPLICATIONS

4.1 There are no significant financial implications for the Council.

5. LEGAL IMPLICATIONS

5.1 There are no significant legal implications for the Council.

6. MANAGEMENT OF RISK

6.1 Not applicable

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The proposals within this report support the delivery of the following LOIP Stretch Outcomes: - 90% of working people in Living Wage employment by 2026.
Prosperous People	Whilst not specific to any Stretch Outcome, the paper seeks contribution to Prosperous People as SFRS will review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose. The paper seeks contribution from our Operating Plan.
Prosperous Place	Whilst not specific to any Stretch Outcome, the paper seeks contribution to Prosperous Place as SFRS seeks to create a great place to work where our people are safe, supported and empowered to deliver high performing innovative services The paper seeks contribution from our Operating Plan.
Design Principles of Target Operating Model	

	Impact of Report
Customer Service Design	Not applicable
Organisational Design	Not applicable
Governance	Not applicable
Workforce	Not applicable
Process Design	Not applicable
Technology	Not applicable
Partnerships and Alliances	Not applicable

8.   IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	N/A
Privacy Impact Assessment	N/A
Duty of Due Regard / Fairer Scotland Duty	Not required.

9.   BACKGROUND PAPERS

None

10.   APPENDICES (if applicable)

Appendix A – SFRS Aberdeen City 2020/21 Recruitment and Retention Thematic Report.

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11.   REPORT AUTHOR CONTACT DETAILS

Bruce Farquharson
Local Senior Officer
Scottish Fire and Rescue Service
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Aberdeen City Local Senior Officer Area
Scottish Fire and Rescue Service

Thematic Report - Recruitment and Retention

1.   Recommendation

The Aberdeen Public Protection Committee is recommended to:

Note the information provided in this report in relation to Recruitment and Retention in the Scottish Fire and Rescue Service

2.   Introduction

As the Scottish Fire and Rescue Service (SFRS) emerges from the initial impacts of the national lockdowns, and moves from a response to a recovery, reset and renew mode, the implications on how the Service works and the issues we will have to manage will become more apparent.

We fully anticipate that the impact on our staff will be significant as we re-orientate towards and through the recovery period.
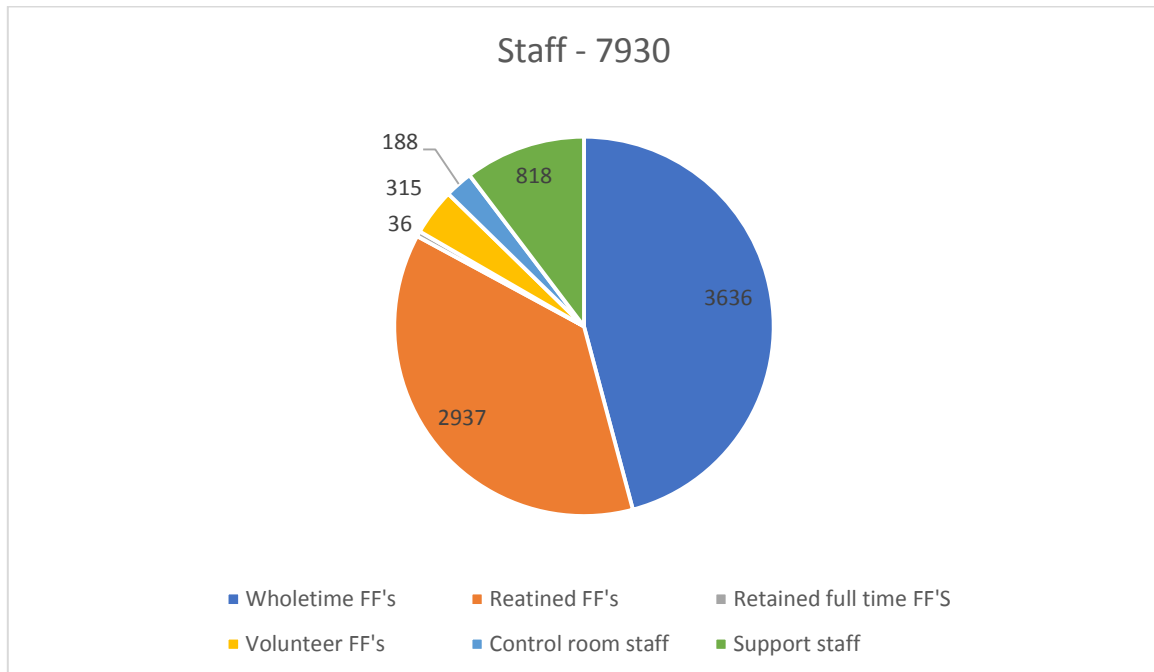
Recruitment:
We manage our people and resources through a Workforce and Strategic Resourcing Plan. This allows us to proactively manage our current, and forecast our future, workforce requirements according to organisational need and budget.

Retention:
 Our 'Long Term Strategic Intent' will ensure our staff are safer, supported, satisfied and empowered so they can contribute to help shape our future direction.

3.   Staffing Model

Workforce Profile as at 31 March 2020:

Staff - 7930

Pie chart values:
- Wholetime FF's: 3636
- Reatined FF's: 2937
- Retained full time FF'S: 36
- Volunteer FF's: 315
- Control room staff: 188
- Support staff: 818

In 2019/20, 86% of our staff were male and 14% were female.

4.   Recruitment

Wholetime Fire Fighters from 1st April 2018 to 25th May 2021:

Number of new WT firefighters employed	Total
SFRS Total	599
Aberdeen City LSO	36

Number of WT leavers and reason:	Retirals	Resignations	Other	Total
SFRS Total	518	54	38	610
Aberdeen City LSO	14	1	-	15

'Others' – incorporates dismissals/capability, ill-health retirals and death in service.

BAME – Black, Asian and Minority Ethnic

Number of WT employees identifying as BAME:	01-Apr-18	01-Apr-19	01-Apr-20	01-Apr-21
SFRS Total	8	9	9	9
Aberdeen City LSO	1	1	1	1
Perferred not to answer	2719	2785	2861	2923

Wholetime Female Employees

Number of WT female employees:	01-Apr-18	01-Apr-19	01-Apr-20	01-Apr-21
SFRS Total	162	180	208	219
Aberdeen City LSO	11	12	11	13

Positive Action Strategy:

SFRS aspires to have a workforce which is representative of the people and communities of Scotland. We recognise that there are underrepresented groups within many areas of our workforce, with the widest gap in representation between the Scottish population being the gender profile imbalance in our uniformed workforce.

The service is committed to addressing all areas of underrepresentation within the workforce and to broadening the workforce profile. We want to encourage people of diverse backgrounds, experience and beliefs, who share our values and want to make a difference in the community, to consider working for us.

The SFRS is committed to the principles of fair and open competition and equality of opportunity.

This means that each recruitment and selection process will run in accordance with this commitment: no one should be appointed to a job unless they meet the essential criteria for the role and the job must be offered to the person whose skills and experience demonstrate the 'best fit'.

5.   Retention

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.

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. By expanding firefighter roles, we want to attract a wider range of people into our service and operational roles in the future.

We are committed to delivering the best possible benefits packages for all staff who work for SFRS. We will work closely with staff and 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 therefore increase motivation, productivity and support good mental health.

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 achieve that.

We will be an organisation that works in agile and smart ways to promote a family friendly environment.

We will ensure those who wish to contribute to what we do and how we do it are enabled to do so.