

Notice of Meeting and Agenda Police and Fire & Rescue Scrutiny Sub-Committee

Date	Time	Venue
Tuesday, 21 August 2018	15:00	Corporate Meeting Room 1, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor John Hood: Councillor Iain Nicolson: Councillor Jane Strang:
Councillor Marie McGurk (Convener): Councillor John McNaughtan (Depute Convener):

Items of business

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx> For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

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|----------|---|----------------|
| 1 | Police Scotland - Scrutiny Report | 3 - 4 |
| | Report by Chief Superintendent, Police Scotland. Report Attached. | |
| 2 | Scottish Fire & Rescue Service - Scrutiny Report | 5 - 18 |
| | Report by Local Senior Officer, Scottish Fire & Rescue Service. | |
| 3 | Reforming the Scottish Fire & Rescue Service - An Audit | 19 - 24 |
| | Scotland Update | |
| | Report by Director of Communities, Housing and Planning Services. | |
| 4 | Commemoration of Firefighter - 7 October 2018 | |
| | Verbal report by the Local Senior Officer, Scottish Fire & Rescue Service. | |
| 6 | Local Incidents and Events - Update | |
| | Verbal reports by Chief Superintendent, Police Scotland and Local Senior Officer, Scottish Fire & Rescue Service. | |
| 7 | Road Policing Unit | |
| | Presentation by Chief Superintendent, Police Scotland. | |



Keeping People Safe in Renfrewshire

Our Purpose:- To improve the safety and wellbeing of people, places and communities in Scotland.

Violence & Antisocial Behaviour



Overall, Murder, Attempt Murder, Serious Assault and Robbery are down 10.4% on last year, with seven fewer victims of serious violence.

Since 1 April 2018, 498 crimes have been identified via police proactivity.

Overall downward trend in violence and ASB

There were 59 fewer common assaults (-12.6%) and 168 fewer disorder complaints (-6.5%).

62 common assaults targeted police officers (15% of the total), of which three occurred in police custody.



The detection rate for robberies and serious assaults have both increased on last year, to 66.7% and 76.7% respectively.

Public Protection



Reported sexual crimes continue to follow an increasing trend, with 108 crimes reported year to date (52 more than the same period last year).

45% of reported sexual offences in the current year are non-recent in nature, up from 30% the previous year. The majority (85%) of sexual crime occurred indoors.

Victims aged 11 - 15 years at the time of the offence constituted the highest proportion of sexual crimes (37%), with the majority of these reports being non-recent and/or cyber-enabled.

The detection rate for sexual crimes stands at 76.9%, up from 60.7% for the same period last year.



There have been 105 reported missing person incidents - one more than in the same period in 2017/18. 53% of incidents involving looked-after children (LAC). More than a third of missing people were traced or returned within six hours of going missing.

The number of unique incidents in which an adult or child concern was raised fell by 1.6%.

504 domestic abuse incidents have been reported to the police, down 16.1% on the previous year. 285 crimes and offences were raised as a result of reported incidents, a decrease of 25.2% on the previous year.

34 complaints have been received in relation to the Police within Renfrewshire (22.5 complaints per 10,000 incidents). A total of 47 allegations have been made.

Renfrewshire

Local Policing Plan (2017 – 2020)

Reporting Period - 1 April -30 June 2018

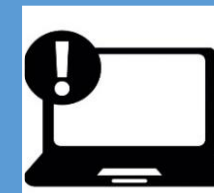
Major Crime & Terrorism



As at 30th June 2018, 24 persons linked to serious and organised crime have been arrested (one more than the previous year). £415,994.64 seized under POCA, an increase of 7% on the previous year.

32 detections for drug supply/production/cultivation offences, up 39.1% on the previous year. Cocaine featured in 46% of charges, followed by cannabis (41%). Operational activity also resulted in the recovery of etizolam with a street value of £400,000 and a pill press from an address in Howwood.

There have been ten confirmed drug related deaths, with four further suspected DRDs awaiting toxicology results.



26 cyber-crimes have been raised between 1 April and 30 June 2018. This represents an increase of four crimes on same period in 2017. Reported offences included online credit and debit card fraud, HMRC 'phishing' emails demanding monies, and threatening/obscene content being posted on social media platforms.

Acquisitive Crime



Shoplifting is up by 7.8% to 221 crimes - 16 more than last year. Braehead continues to be the primary hotspot location.



97 housebreakings (inc attempts) - up by 21.3%, with 17 additional crimes. Dwelling houses account for 54% of HBs.

The volume of acquisitive crime stands at 1,215 reports - up 12% on the previous year. This incorporates an increasing volume of housebreaking crimes, motor vehicle crimes, theft by shoplifting and fraud.



There have been five reported bogus crimes, up from two in the previous year. Four of the victims in the recent period were elderly and/or infirm. Common tactics used included posing as utility workers to gain access and thereafter steal property, and obtaining monies to undertake gardening work and thereafter departing without completing the agreed work.

Road Safety & Road Crime



Between 1 April - 30 June 2018, one road fatality occurred in Renfrewshire which involved a vulnerable road user (motorcyclist) - compared to no road deaths in the same period of 2017/18. Meanwhile, serious road injuries increased by two, to a total of 13. Slight injuries fell by 47.9% to 37, from 71 for the same period last year.



Dangerous driving offences remain at the same level as the previous year (19 recorded). While recorded disqualified driving and other licence offences have increased, speeding, seat belt and mobile phone offences are all down on the previous year.

Our Renfrewshire is fair: addressing the inequalities that limit life chances

Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities

Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm

Wellbeing Matters - 'Your Wellbeing Matters' is a national initiative aimed at ensuring officers and staff who need support or assistance have access to it. We have a number of partner organisations who offer specialist support on a wide range of issues. K Division identified 5 'Wellbeing Champions' for the Division and this was disseminated out in order to provide officers and staff a point of contact if required. Over previous months planning has also taken place in order to provide 'Health Screening' in the division which will take place in August 2018.

Cyber-Attack Awareness - Phishing scams are still the most popular way of gaining access to a computer system both personal and in business. Phishing emails rely on a number of factors to have the reader click on a link or open the infected file attached. Police Scotland is working to raise local businesses' levels of awareness and resilience to respond to the threat of phishing attacks using tools developed by leading cyber security firms. This initiative is underway in Renfrewshire and will continue to be utilised in order to protect our local businesses from potential attacks.

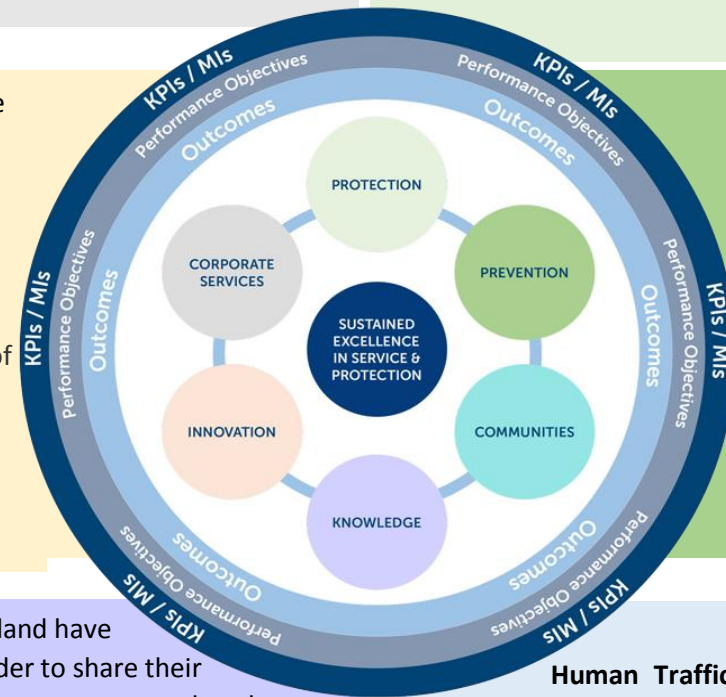
Sexual Crime - Notable Arrest - May 2018 - A 63 year old male was arrested for a public indecency offence that took place at Braehead Shopping Centre. At the time of the offence the area was heavily populated with families including young children. Officers acted promptly to trace the male and ensure the safety and wellbeing of the public.

Drugs Recovery - Notable Arrest - May 2018 - A 29 year old male and a 24 year old female arrested for drugs supply offences whereby 20.1g of Heroin was seized, 2kg of Rock MDMA with a street value of £80,000 seized along with 164,000 Etizolam tablets also being seized with a street value of £164,000. Total value of drugs recovered £245,000.

Sexual Crime - Notable Arrest - June 2018 - A 21 year old male was arrested, charged and held in custody for numerous reports of rape against female children aged between 14 - 16 years old, within 'K' Division. This case was particularly complex due to the vulnerability of the children involved and the degree of coercion and control exhibited by the perpetrator throughout these incidents. This outcome could not have been achieved without the tenacious and victim centred approach by the Public Protection Unit and Uniformed officers involved in this enquiry. On 6th July 2018 the perpetrator was fully committed until trial, further protecting the community from risk of harm.

Child Sexual Exploitation Education DVD - An officer from DAIU, Osprey House commenced a joint project with a local Residential School, The Kibble, and in conjunction with staff and residents there obtained funding, developed and scripted a film highlighting the dangers of Child Sexual Exploitation. The film was thereafter screened in a local cinema and placed on the Choices for Life website to provide access for schools across Scotland.

Serving a changing Scotland - Cybercrime makes up an increasing proportion of the total crime we aim to prevent and investigate. Procurement has been underway for 40 "Cyber kiosks" that will enable local police officers to triage electronic devices which will enable quicker investigation of devices, quicker return of devices to victims and witnesses and reduce the number of devices being sent into the central digital forensic teams.



Offensive Weapon / Proceeds of Crime Act - Notable Arrest - May 2018 - A 26 year old male reported for an offensive weapon offence (Knife) and £1100 seized under the Proceeds of Crime Act. The male is concerned in the supply of controlled drugs.

Offensive Weapon - Notable Arrest - June 2018 - A 28 year old male arrested after a pro-active stop whereby two axes, one sledgehammer, one adapted spiked screwdriver attached to metal pipe, one mallet, four knives and two golf clubs were all recovered. The male is a career criminal who has a substantial violent offending history and was on bail at material time for an offensive weapon offence.

Road Traffic Offence - Notable Arrest - June 2018 - A 34 year old male arrested and reported for Theft and Theft of a motor vehicle plus three other road traffic offences after a pro-active stop. The male has a significant criminal history.

General Data Protection Regulations (GDPR) - From 25 May 2018, Police Scotland have developed a new process for seeking views and consent from individuals in order to share their information with statutory agencies in relation to protection or wellbeing concerns to ensure that the requirements of GDPR are being complied with whilst still safeguarding vulnerable persons within our communities. A series of online training packages have been completed by K division officers in order to deliver the best service to the community with regards to information sharing.

Specially Trained Officers (STO) - Tasers - Training for STO's commenced in May 2018 whereby officers were thereafter deployed to the local community from early June. A Police Scotland priority is to ensure that at all times the safety of the public and the safety of officers who are attending incidents. Having these specially trained officers will improve our ability to keep the public and officers safe when attending incidents of a violent nature. These officers will be deployed at the heart of local policing in all 13 divisions across Scotland, helping to keep their colleagues and the public safe and bringing Police Scotland into line with forces throughout the UK. K division currently has 19 trained officers who cover the Renfrewshire area.

Human Trafficking Initiative - In May 2018 Community Policing Teams based at Paisley led a multiagency approach as part of the Government and National Crime Agency strategy in relation to Human Trafficking / Labour exploitation. This focused on two carwashes (one within Paisley and one within Renfrew). 16 Police Officers from Paisley and Renfrew, accompanied by colleagues from Health and Safety Executive, Department of Working Pensions and Home Office Immigration Enforcement attended the locations. 13 workers from Romania and Slovakia were engaged and spoken with utilising bespoke questionnaires. No criminality and more importantly, no Potential Victims of Human Tracking were identified. This collaborative approach has without a doubt enhanced the working environment and safety for all those concerned.

Counter Terrorism Awareness - In partnership with the NHS to raise awareness of Counter Terrorism, our Counter Terrorism Liaison officer attended at the local Royal Alexandria Hospital to provide a presentation to staff within the Stroke Unit. This was extremely well received by all attendees who provided positive feedback stating it has made them more vigilant both in the workplace and also outwith. This resulted in recommendations being passed on to other departments to receive the presentation in the future.

Our Renfrewshire is thriving: maximising economic growth that is inclusive and stable

Have your say ! - Your View Counts - <https://www.surveymonkey.co.uk/r/CXH85XJ>



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**



Report to:	Police and Fire & Rescue Scrutiny Sub Committee
Date of Report:	30th July 2018
Report by:	Graeme Binning, Local Senior Officer (LSO) Scottish Fire and Rescue Service

Subject:	Scottish Fire and Rescue Service (SFRS) Report
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PURPOSE OF THIS REPORT

1. The purpose of this report is to inform the Police and Fire & Rescue Scrutiny Sub Committee of the Scottish Fire and Rescue Service's (SFRS) performance and activities during the reporting period Q1 - 2018./19

PERFORMANCE

2. The information provided in this report and attached appendix relates to the specific key performance indicators detailed in the Renfrewshire Local Fire and Rescue Plan 2014-2017. The SFRS Local Senior Officer will be happy to meet with any Elected Members who wish to discuss specific Ward issues. Work is currently underway to produce a new Scrutiny report that will outline the work in the key performance indicators within the new Renfrewshire Local Fire and Rescue Plan.

A summary of the key performance indicators is detailed below:

- a. The total number of Accidental Dwelling Fires increased from **42** in the same period in 2017/18 to **51** in the current reporting period.
- b. The total number of All Non-Fatal Fire Casualties increased from **9** in the same period in 2017/18 to **14** in the current reporting period.
- c. The total number of incidents involving deliberate secondary Fires decreased from **213** in the same period in 2017/18 to **200** in current reporting period.
- d. The total number of Fires in Non-Domestic Buildings increased from **14** in the same period in 2017/18 to **21** current reporting period.

- e. The total number of Unwanted Fire Alarm Signal incidents increased from **204** in the same period in 2017/18 to **207** in the current reporting period.
- f. The total number of Road Traffic Collisions incidents attended by SFRS which resulted resulting in non-fatal casualties, decreased from **24** in the same period in 2017/18 to **16** in the current reporting period.

PRIORITIES & INTERVENTIONS

- 3. SFRS is committed to working in partnership with Community Planning partners in the public, private and voluntary sectors in order to work together for a safer Scotland. Strengthening our relationship with and working in partnership to add value to our communities is critical to the success of our strategy.

The following activities are illustrative of SFRS arrangements in terms of partnership working and targeted engagement:

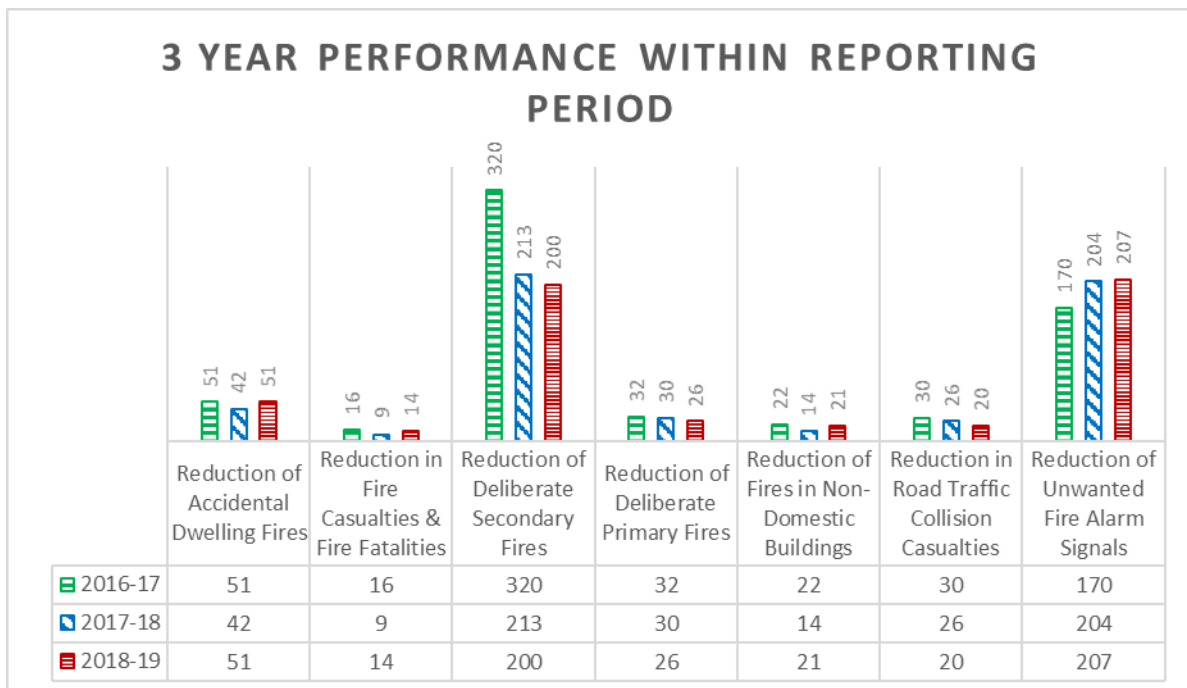
- a. The Local Area Liaison Officer (LALO) attends the Daily Tasking Meetings within Renfrewshire Safety Hub on a daily basis and provides statistics of incidents within the Local Authority Area to ensure partners are aware of all fire related activity. This forum continues to deliver on achieving joint positive initiatives and outcomes.
- b. In support of partnership working the Community Action Team (CAT) have engaged with a number of key partners to promote Fire Safety such as Renfrewshire Foster Carer's, Stroke Café and delivered CPR training at BHF event in Braehead.
- c. The CAT conducted a number of information/awareness events to support the work of the SFRS Spring/Summer Thematic Action Plan including talks on deliberate fires and Water Safety
- d. Fireskills event was held for 10 pupils from Park Mains and Gleniffer High School
- e. A total of **456** Home Fire Safety Visits (HFSV) was carried out in Renfrewshire during the reporting period. These HFSVs are carried out by our operational personnel and CAT officers who will conduct these visits jointly with partner agencies where deemed appropriate.
- f. Of these HFSVs:
 - i. **67** were recorded as high risk, many being referrals from Renfrewshire Community Planning partners to SFRS.

RECOMMENDATIONS

The Police and Fire & Rescue Scrutiny Sub Committee members are asked to note the contents of this report and the attached appendix.

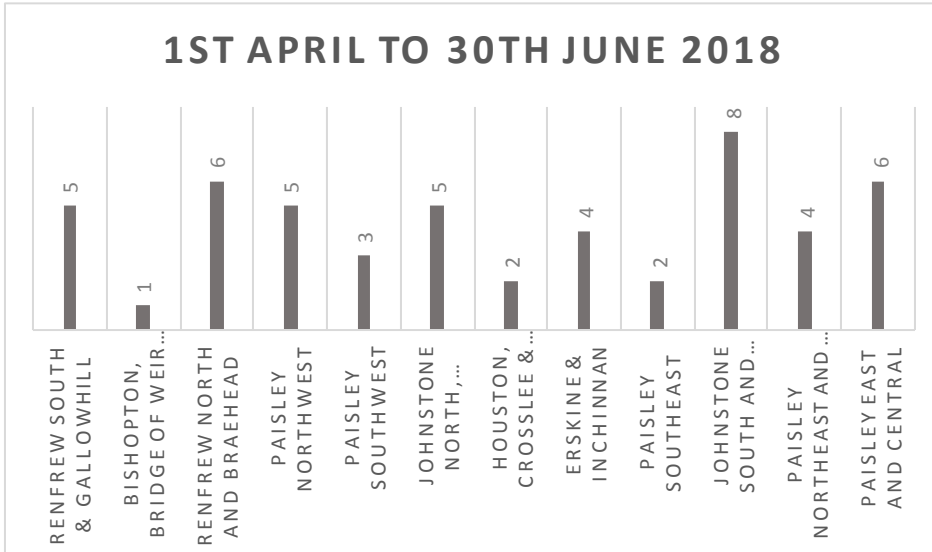
The graph below provides a comparative overview of the activity levels within the reporting period over the last 3 years.

1. THREE YEAR PERFORMANCE OVERVIEW



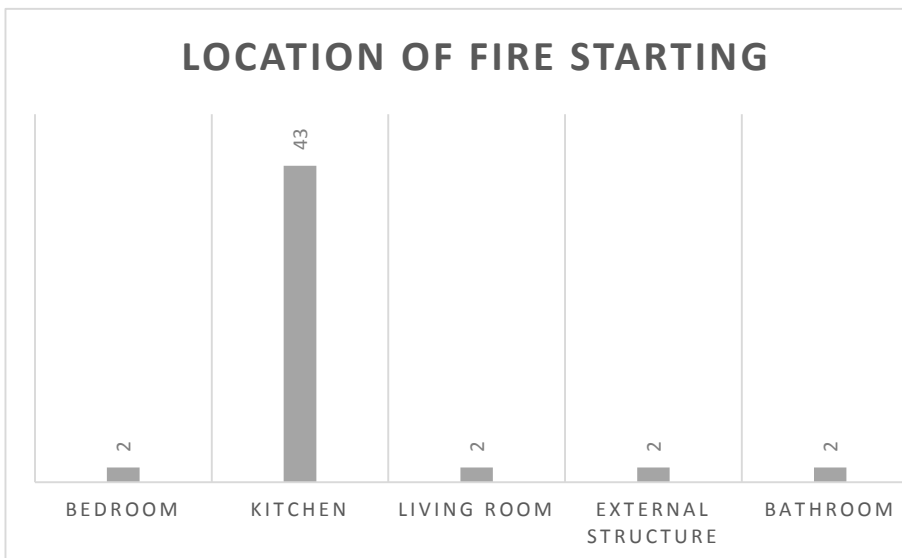
2. REDUCTION OF ACCIDENTAL DWELLING FIRES

2.1. Incidents by Ward



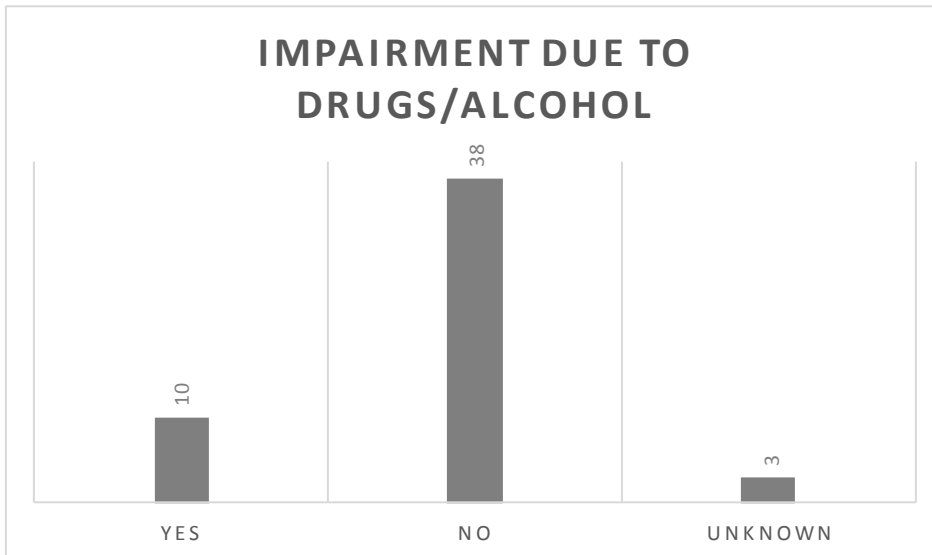
A slight increase on the same period last year. This figure historically can fluctuate over short periods while statistically the overall yearly trend is downwards

2.2. Location of Fire

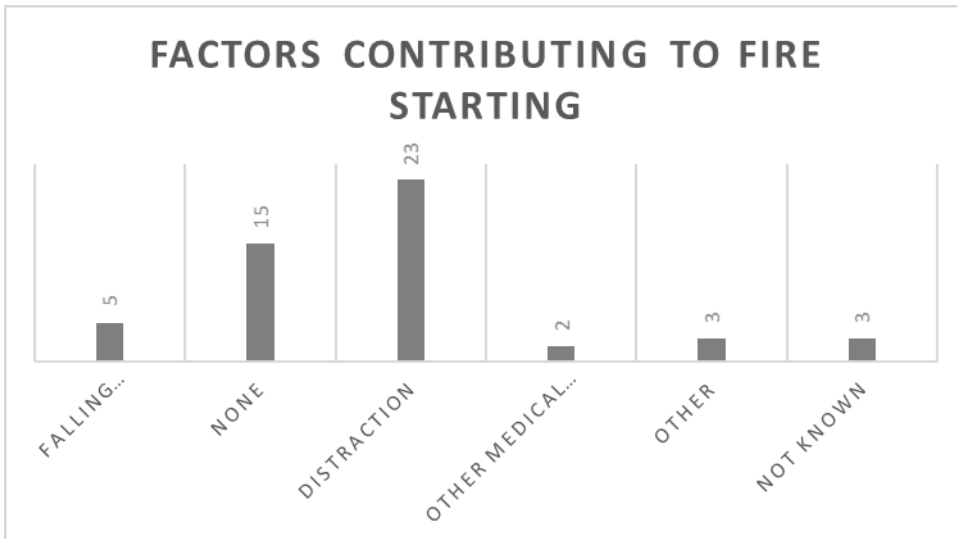


As is evident from this graph that cooking remains the most significant cause of accidental dwelling fires in Renfrewshire. Further analysis of the information has shown that the majority of the incidents are small in nature and require no action by SFRS.

2.3. Human Factors



It is encouraging to see that 41 out of the 51 incidents that alcohol or drugs were not a factor. However SFRS will continue to work with our partners to identify those most at risk and to then take steps to improve their safety such as Renfrewshire ADP



Distraction continues to be a cause of fires in the home. The fires having other or no contributory factors are considered purely accidental.

3. REDUCTION OF FIRE CASUALTIES

3.1. Casualties by Ward

There were 14 recorded fire casualties and no fatalities within this recording period..

3.2. Casualties by Age and Gender

7 of the 14 fire casualties for this period were between 20 and 59 with the remaining fire casualty being between 60 and 89. 6 casualties were female and 8 male.

3.3. Extent of Harm

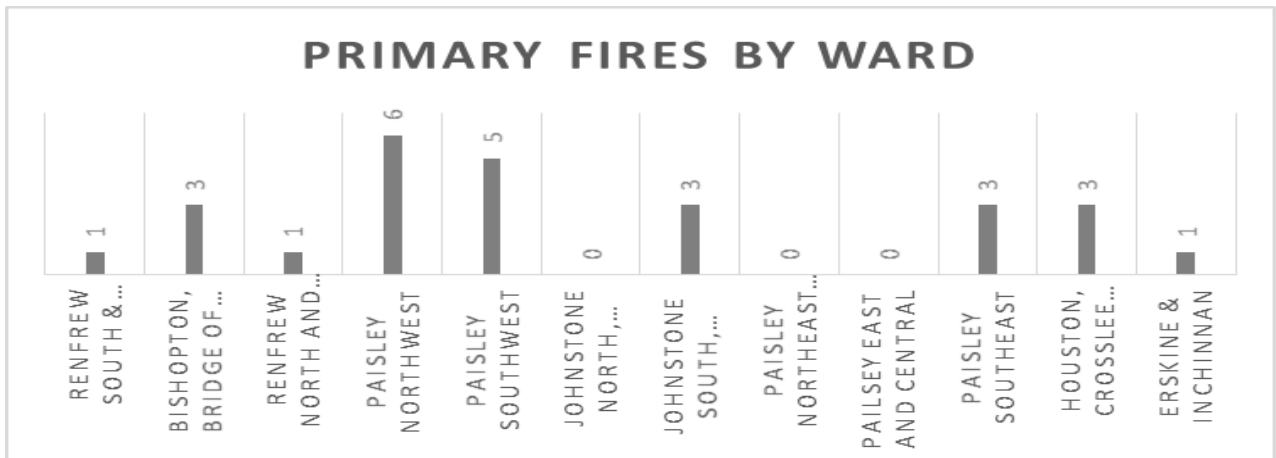
Of the 14 incidents 5 resulted in slight injury and required hospital checkup the other 9 required precautionary checks at the scene. The positive impact of early warning of fire provided by either standalone or linked smoke alarms is evident in terms of the reduction in the number of severe dwelling fires and the associated level of fire related injuries compared to 10 years ago.

4. REDUCTION OF DELIBERATE FIRE SETTING

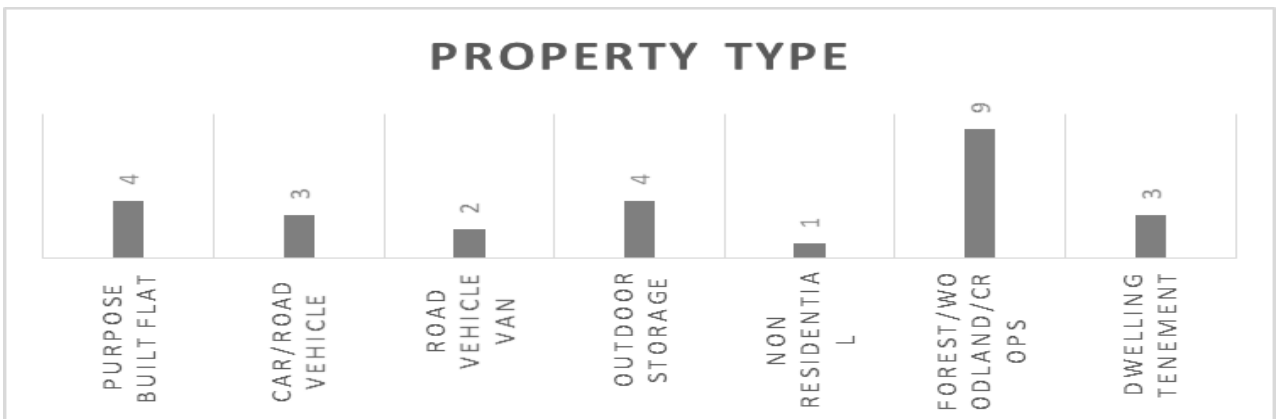
4.1. Primary Fires

Primary fires are classed as those involving property which has a specific private or commercial value; and generally relates to building, structures or vehicle fires. During the reporting period there were a total of **26** deliberate primary fires; this is a decrease when compared to the same period in 2017/18 when there were **30** deliberate primary fires.

4.1.1. Incidents by Ward



4.1.2. Property Types



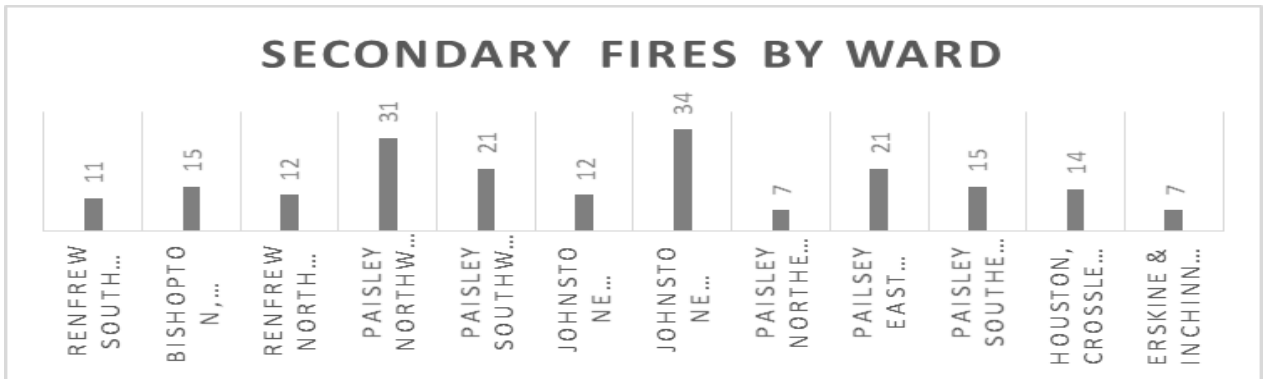
Deliberate fire setting is a criminal offence and SFRS will request Police Scotland to attend suspected deliberate primary fires when deemed appropriate. The SFRS Local Area Liaison Officer (LALO) attends the Daily Tasking meeting in Renfrewshire to provide fire activity overviews for action as appropriate.

SFRS officers will also complete Community Intelligent Reports at incidents where deliberate fire setting occurs; these are passed to Police Scotland where relevant information is gathered and used to support further investigation.

4.2. Secondary Fires

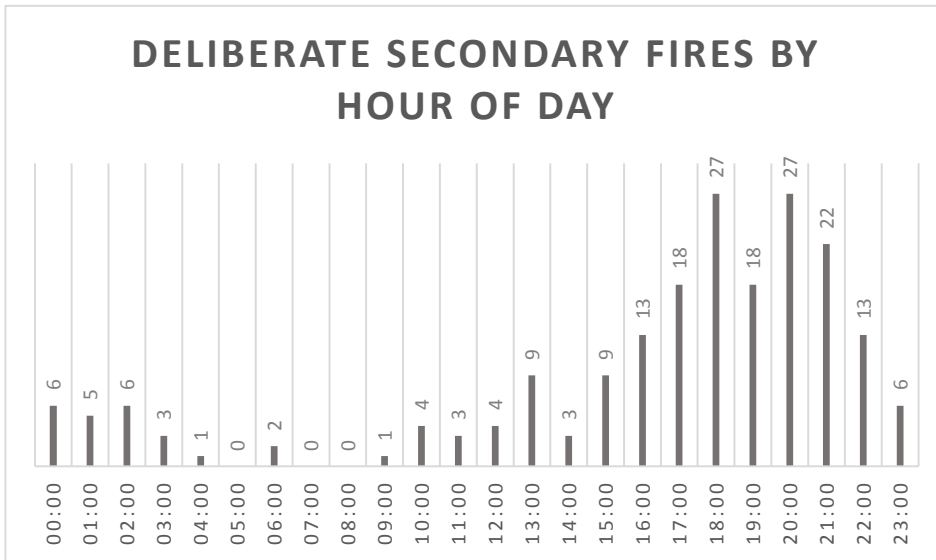
Secondary fires are classed as those involving derelict property (structures or vehicles), refuse, grassland and scrubland. During the reporting period there were a total of **200** deliberate secondary fires; this is a decrease when compared to the same period in 2017/18 when there were **213** deliberate secondary fires.

4.2.1. Incidents by Ward



SFRS works closely with our partners to provide appropriate engagement, education and intervention approaches. Schools in localities identified as having higher fire incidents are targeted and the CAT officers actively engage with the pupils to educate them on the dangers and subsequences of wilful fire setting.

4.2.2. Time of Day



Graph 4.2.2 shows it is evident that the vast majority of fires occurred between 17:00hrs to 22:00hrs; this pattern anecdotally leads us to believe that the majority of these fires have been started by school age young people who are out with these times at school.

The Fireskills and Schools programme also addresses wilful fire setting and educates young people on the impact of available front line emergency resources attending secondary fires and not being available for life threatening emergencies. The Prevention and Protection team is currently looking at funding streams to run more Fireskills courses.

4.2.3. Property Type



Work has been on-going through daily tasking to identify specific areas of activity through sharing of information. This has resulted in an increased presence of Wardens, SFRS personnel and Police Scotland in the areas identified. There has also been on-going work with operational staff during the SFRS Spring/Summer Thematic Action Plan.

5. REDUCTION OF FIRES IN NON-DOMESTIC PREMISES

This category includes commercial premises, private lockups/ garages and other structures. These incidents are included in the Deliberate Primary Fires referred to in section 4.1.

5.1. Incident by Ward

There were a total of 21 recorded non-domestic premises during the reporting period in:

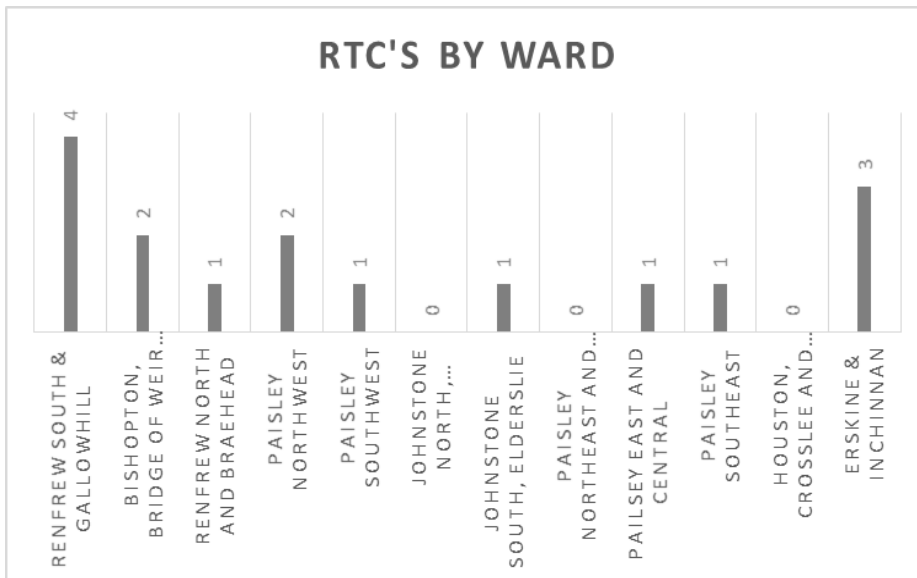
- 1 in Johnstone North, Kilbarchan, Howood and Lochwinnoch
- 9 in Paisley Northwest
- 1 in Houston, Crosslee and Linwood
- 1 in Johnstone south and Elderslie
- 5 in Renfrew North and Braehead
- 2 in Bishopton, Bridge of Weir and Langbank
- 2 in Erskine and Inchinnan

Of the 21 incidents 19 were recorded as accidental with the 2 classed as deliberate.

All fires in non-domestic premises which are classed as relevant premises under The Fire (Scotland) Act 2005 will be subject to a post fire audit. These are conducted by specialist Fire Safety Enforcement Officers (FSEO) who will carry out a full inspection of the premises and all paperwork required under the Act; where deficiencies in fire safety management arrangements are identified the 'duty holder' will be issued with a notice as appropriate.

6. REDUCTION OF CASUALTIES IN NON FIRE EMERGENCIES

6.1. Road Traffic Collision Incidents by Ward



There were a total of 16 Road Traffic Collisions (RTC) which SFRS attended in the reporting period; this will not reflect the numbers attended by Police Scotland which will potentially be higher.

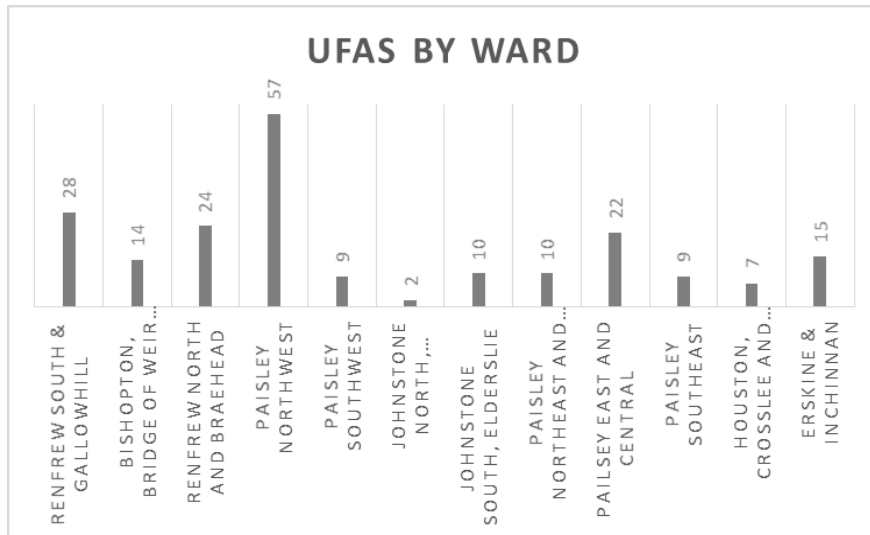
6.2. Road Traffic Casualties by Ward

There were 20 RTC related casualties recorded by SFRS during the reporting period within Renfrewshire. There was 1 fatality within this reporting period.

7. REDUCTION OF UNWANTED FIRE ALARM SIGNALS

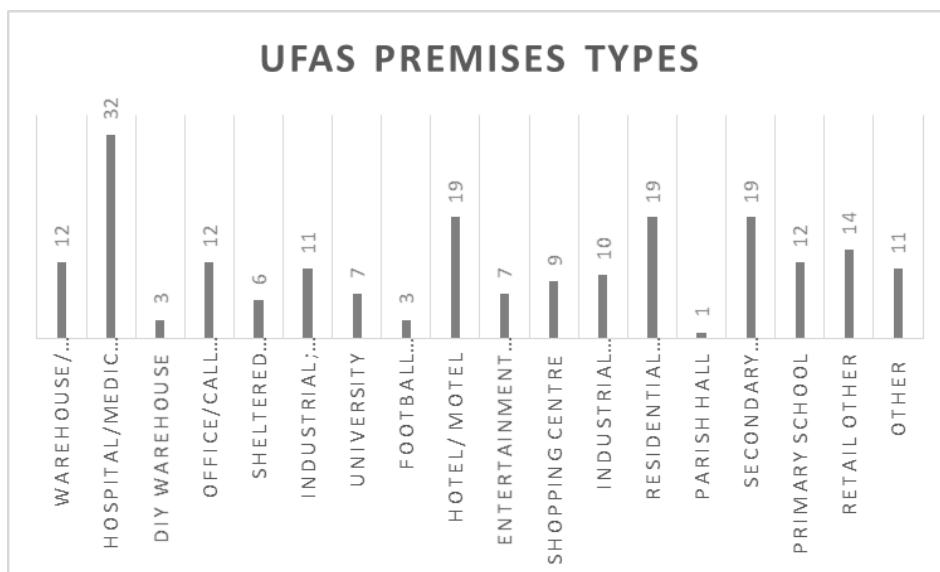
SFRS attends a range of false alarm incidents which include system faults, accidental actuation of fire alarm, malicious calls and good intent calls. SFRS is focused on reducing the associated road risk posed by 'blue light' journeys linked to our attendance at Unwanted Fire Alarm Signals (UFAS) incidents. There is a national policy in place which ensures we are adopting a standardised approach to positively engage and educate duty holders at premises which have fire alarm system actuations which are not due to an actual fire.

7.1. Incidents by Ward



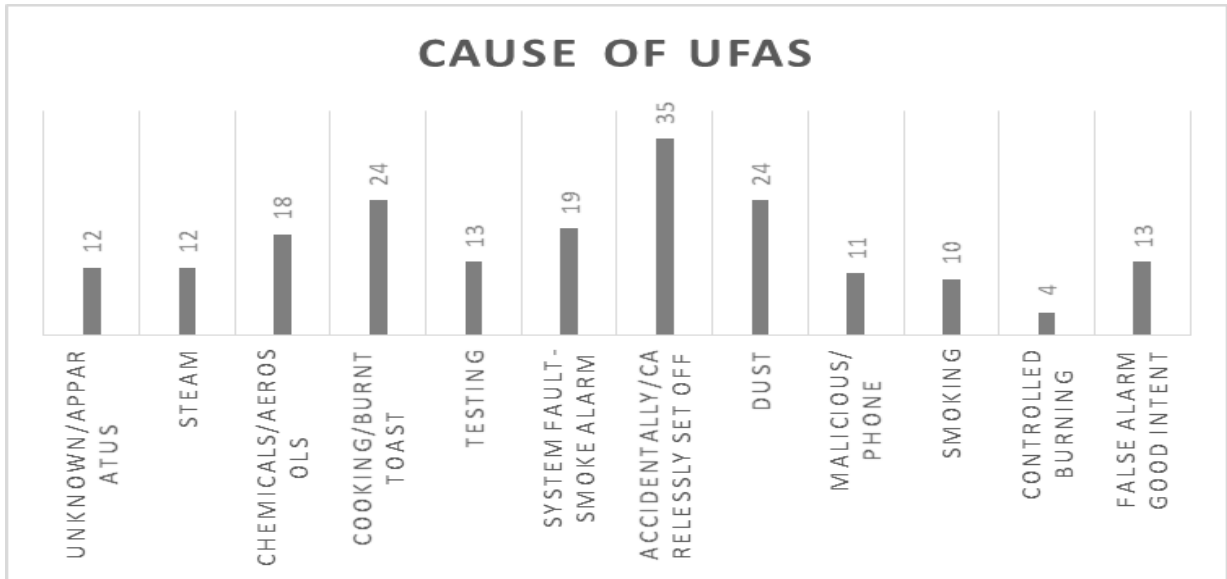
Paisley North West has the highest volume of UFAS incidents which has a direct correlation with the number of commercial premises and a Major Hospital in this locality. Local SFRS staff continue to have intervention meetings with NHS management to reduce future UFAS.

7.2. Property Types



From graph 7.2 it is evident that residential care homes Hospitals and Hotels account for the majority of UFAS incidents in Renfrewshire. In addition to this educational establishments make up a large number of other repeat premise types

7.3. Cause of Actuation



The SFRS works closely with all relevant premises where UFAS occur and each incident is monitored locally through operational personnel and the area UFAS champion.



To: POLICE AND FIRE & RESCUE SCRUTINY SUB-COMMITTEE

On: 21 AUGUST 2018

Report by: DIRECTOR OF COMMUNITIES, HOUSING AND PLANNING SERVICES

**Heading: REFORMING THE SCOTTISH FIRE & RESCUE SERVICE – AN AUDIT
SCOTLAND UPDATE**

1. Summary

- 1.1 In May 2015, Audit Scotland published its report, 'The Scottish Fire & Rescue Service', which provided an overview of the merger of the eight former fire and rescue services to form a single Scottish Fire and Rescue Service.
 - 1.2 An update report by Audit Scotland on reforming the Scottish Fire & Rescue Service was published in May 2018. This report assesses progress made by the Service, since 2015, on creating a single national organisation and the ongoing process of integration and transformation.
 - 1.3 The report concludes that the Scottish Fire & Rescue Service continues to deliver emergency and prevention services while progressing a complex and ambitious programme of reform. However, the pace of progress with integration and transformation has been steady but slow.
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2. Recommendations

- 2.1 It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee notes the content of the Audit Scotland report, "Reforming the Scottish Fire & Rescue Service" – an Audit Scotland Update.
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3. Background

3.1 The Scottish Fire & Rescue Service was formed in April 2013 and has statutory responsibilities set out by The Fire (Scotland) Act 2005 as amended by the Police and Fire Reform (Scotland) Act 2012. These statutory responsibilities include:

- provision of advice and guidance relating to fire safety;
- responsibility to respond to fires and road traffic collisions;
- response to chemical, biological, radiological or nuclear incidents;
- response to serious flooding;
- response to serious transport incidents; and
- response to urban search and rescue in incidents of building collapse.

3.2 As well as responding to emergencies, the Scottish Fire & Rescue Service has a significant focus on prevention and works closely with national and local partner organisations to identify the risks faced by communities and make plans to improve their fire safety. It delivers advice and training to individuals and groups to promote fire safety, through visits to individuals' homes and community safety education programmes.

3.3 Audit Scotland previously published a report in 2015, 'The Scottish Fire & Rescue Service', that provided an overview of the merger of the service from eight former fire and rescue services to the new national service. The 'Update' report assesses progress made on the merger since 2015 and the integration and transformation still required if it is to meet the needs and challenges of the 21st century.

4. Audit Scotland key messages

4.1 There are seven key messages arising from the report published in May:

- The integration and transformation process since 2015 has been steady;
- The Scottish Fire and Rescue Service board is working effectively and has clear ownership of the issues facing the Service;
- Progress in developing and implementing the plans for transformation has been steady but slow, due to a range of factors;
- Full integration of different ways of working has not yet been achieved;
- The Service has developed a strong approach to financial management and planning but has inherited a capital backlog relating to maintenance and investment in its property, vehicles and equipment;
- The Service has made slow progress in developing a performance management framework; and
- Partnership working with national and local partners is needed to make the best use of public resources.

- 4.2 The following paragraphs provide an overview of these key messages and highlights, where relevant, links to this sub-committee.

Integration and transformation since 2015

- 4.3 The report notes that the Scottish Fire and Rescue Service is continuing to deliver emergency and prevention services while progressing an ambitious reform programme. This includes integrating the resources, policies and practices of the eight former services into one, and transforming the service to meet current and future priorities and risks. These include, the needs of an ageing population, changes to how we live and work, and the greater threat of terrorism and increasingly severe weather. The overall progress is seen to have been steady but slow.

Scottish Fire & Rescue Service Board

- 4.4 The Scottish Fire and Rescue Service board is seen by Audit Scotland to be working well, with real strengths being highlighted in the quality of discussion and scrutiny and challenge of management. The board and management display mutual respect, a constructive tone and genuine shared ownership of the issues facing the Scottish Fire and Rescue Service.
- 4.5 The quality of reporting to the board and its committees is seen by Audit Scotland as generally being of a good standard with financial planning and management highly commended. However, performance information provided to the board is seen as a major weakness.

Implementing transformation plans

- 4.6 The report stresses that the Scottish Fire and Rescue Service has an ambitious vision that involves significant changes to make it a more flexible, modern service. Audit Scotland report that there has been steady but slow progress made in developing and implementing the plans for transformation, due to a range of contributing factors:
- The Scottish Fire and Rescue Service has taken a cautious approach with the aim of securing and maintaining political, staff, trades unions' and public backing for its vision;
 - The need for sufficient funding to begin the implementation of change; and
 - Limited capacity and continuity for leading transformation projects; experienced officers' skills and time are in high demand, and changes in the leadership of projects are common through changes in role, promotions and retirement.
- 4.6 Audit Scotland also highlight the consultation process currently being carried out by the Service on its Transformation Strategy entitled, "Your Service ... Your Voice". The Police and Fire & Rescue Scrutiny Sub-Committee approved the Council's response to the consultation at its meeting on 22 May 2018.

Integration of working practices

- 4.7 The report notes that the Service has continued to make progress with the integration of

different ways of working but has not yet achieved full integration. The main barrier to achieving full integration has been the standardising of the terms of condition (T&Cs) of employment for uniform staff.

- 4.8 Standardised T&Cs have recently been agreed (April 2018) with the Fire Brigade Union but not having these in place has restricted progress in establishing a fully integrated single service. Audit Scotland believes this agreement places the Scottish Fire and Rescue Service in 'a good position' to complete integration of the service.

Financial management and planning

- 4.9 Audit Scotland acknowledge that the Scottish Fire and Rescue Service has strong financial management and has developed an effective approach to long-term financial planning. This places the Service in a strong position to progress its transformation process. It has, however, inherited a capital backlog from the eight former services of £389 million needed to maintain and invest in its property, vehicles and equipment. This backlog is viewed by Audit Scotland as being 'insurmountable' without transforming its current model for delivering services and additional investment.

Performance management

- 4.10 The Scottish Government's 2016 Scottish Fire and Rescue Framework requires the Scottish Fire and Rescue Service to report progress on outcomes for communities. The report indicates that the Service has made slow progress in developing a performance management framework (PMF). A new PMF was approved by the board in February 2018 but Audit Scotland has highlighted that considerable work is required to establish a fully operational performance management system to underpin the PMF.

Partnership working

- 4.11 The report highlights that work at a local level with partners and communities continues to be well received. Audit Scotland note that the Service has successfully maintained effective relationships at a local level through local senior officers (LSOs) who liaise with all Scottish councils and community planning partnerships.
- 4.12 Scrutiny arrangements are described, by Audit Scotland, as being variable between local areas. However, in Renfrewshire such scrutiny arrangements have traditionally been strong with regular performance reporting being received by this sub committee. In addition, there has been a strong input from the Service in daily tasking, the Community Protection Steering Group and the wider community planning process.
- 4.13 It is noted that community safety and prevention work, e.g. the Home Fire Safety Visits, continue to be well received but that their overall impact needs to be evaluated.
- 4.14 In 2014, the Reform Collaboration Group was established to improve collaborative working between the emergency services. The report notes that the Scottish Fire and Rescue Service has been proactive in promoting partnership working with its national partners, particularly Police Scotland and the Scottish Ambulance Service, but progress is needed collectively to make the best use of public resources.

5. Audit Scotland recommendations

5.1 The report makes five recommendations:

1. Increase the pace of reform and implement plans for transforming into a more flexible, modern service. In particular:
 - agree as soon as possible, revised terms and conditions for uniform staff that reflect the changes to the role planned as part of the programme for transformation
 - ensure through comprehensive and up-to-date workforce planning that the Service has the right skills and capacity in place to deliver its programme of transformation effectively
 - agree a long-term strategy for asset management and a medium-term asset management plan by December 2018, that reflect the aims of transformation
 2. Ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the Scottish Fire and Rescue Framework
 3. With national partners and the support of the Scottish Government, establish and begin implementing plans by December 2018 to progress the Reform Collaboration Group's strategy and vision for partnership working
 4. Progress plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018
 5. Include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how the Service plans to eliminate the gender pay gap.
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Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** –

Our Renfrewshire is safe – By focusing on key areas of Scottish Fire and Rescue Service and setting their vision and transformation process, Renfrewshire should be a safer place to live, work and visit.

4. **Legal** – None.

5. **Property/Assets** – None.
6. **Information Technology** – None.

7. **Equality & Human Rights** –

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.
12. **Cosla Policy Position** – None.

List of Background Papers - None

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