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## Scottish Fire and Rescue Service

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### Police & Fire and Rescue Committee – 5<sup>th</sup> November 2019

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<b>Subject</b>	Scottish Fire and Rescue Service Performance Report and Service updates
<b>Purpose</b>	To advise members of the Police and Fire Committee as to progress against North Ayrshire's Local Fire and Rescue Plan and to provide committee members with other key Fire and Rescue Service updates
<b>Recommendation</b>	For members to note the information contained within this report

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#### 1. Introduction

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

#### 2. Performance Summary

- 2.1 An analysis of operational responses within North Ayrshire for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2019 identified a 1.6% increase in activity levels across the local authority when compared to the corresponding period in 2018. A further review of the preceding three years average indicated an 8% increase in overall operational activity over the six-month period.
- 2.2 In reviewing operational activity on a broader level, false alarms accounted for 53% of all demand within North Ayrshire, with fire related and special service activity accounting for 34% and 13% respectively.
- 2.3 For the period 1<sup>st</sup> April to 30<sup>th</sup> September 2019, overall progress is being monitored across six indicators, utilising the three-year rolling average as basis of measuring performance. Year on year and the rolling five-year average figures are also used to review short and long terms changes in demand and trends.
- 2.3 Utilising the defined approach in Section 2.3, review of performance against these six indicators identified two indicators are above the three-year average due to a rise in activity. One indicator has seen a reduction in its respective three-year average of more than 21% and three others have reduced by less than 9%, 4% and 1% respectively. Further analysis of this performance is provided in the associated performance report [Appendix A].

### **3. Scottish Fire and Rescue Service Updates**

- 3.1 The Scottish Fire and Rescue Service published its draft plan for consultation in May 2019. The consultation process was open for a period of 12 weeks and attracted 252 online replies and seven written responses, signifying the proposed direction of travel was well received. Subsequently, the Scottish Fire and Rescue published its 2019/22 Strategic Plan [Appendix B] on 1<sup>st</sup> October 2019.
- 3.2 The publication of the new Strategic Plan will automatically initiate a review of all 32 Local Fire and Rescue Plans across Scotland. The review of the North Ayrshire Local Fire and Rescue Plan will take into consideration the priorities contained within the aforementioned document as well as local needs.
- 3.3 Station Commander Raymond Fallon from Kilwinning Community Fire Station has been temporarily promoted to the role of Group Commander within the Western Isles, Orkney and Shetland Local Senior Officer Area. Raymond has been replaced on a temporary basis by Station Commander Craig McFie. Craig will be responsible for providing service delivery functions to communities supported by Kilwinning, Dalry and Beith Community Fire Stations.

### **4. Proposal**

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

- i. Note the content of the performance summary and associated report for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2019.
- ii. Note the Scottish Fire and Rescue Service updates.

### **5. Implications**

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

### **6. Conclusion**

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

**Area Commander Ian McMeekin**  
**Local Senior Officer**  
**East Ayrshire, North Ayrshire and South Ayrshire**  
**Scottish Fire and Rescue Service**

*For further information please contact Area Commander Ian McMeekin 01294 607000*



**North Ayrshire Performance Report  
1st April 2019 - 30th September 2019**



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**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

**Working together  
for a safer Scotland**



# North Ayrshire Performance Report

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# Local Fire and Rescue Service Plan Priorities

The Local Fire and Rescue Service Plan has been developed to set out the priorities and objectives within North Ayrshire and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in North Ayrshire to ensure we are all “**Working Together for a Safer Scotland**” through targeting risks to our communities at a local level.

The plan has been developed to complement key partnership activity embedded across North Ayrshire's Community Planning Partnership. Through effective and co-ordinated partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

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

	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Ardrossan & Arran	8	0	4	18	2	34
Dalry & West Kilbride	7	0	3	27	2	26
Irvine East	4	0	2	7	0	1
Irvine South	6	0	1	47	3	64
Irvine West	8	0	2	67	4	61
Kilbirnie & Beith	5	0	4	25	0	20
Kilwinning	9	1	3	61	6	28
North Coast & Cumraes	6	0	4	11	2	40
Saltcoats	4	0	3	25	2	33
Stevenston	9	0	9	104	4	25
<b>Total Incidents</b>	<b>66</b>	<b>1</b>	<b>35</b>	<b>392</b>	<b>25</b>	<b>332</b>

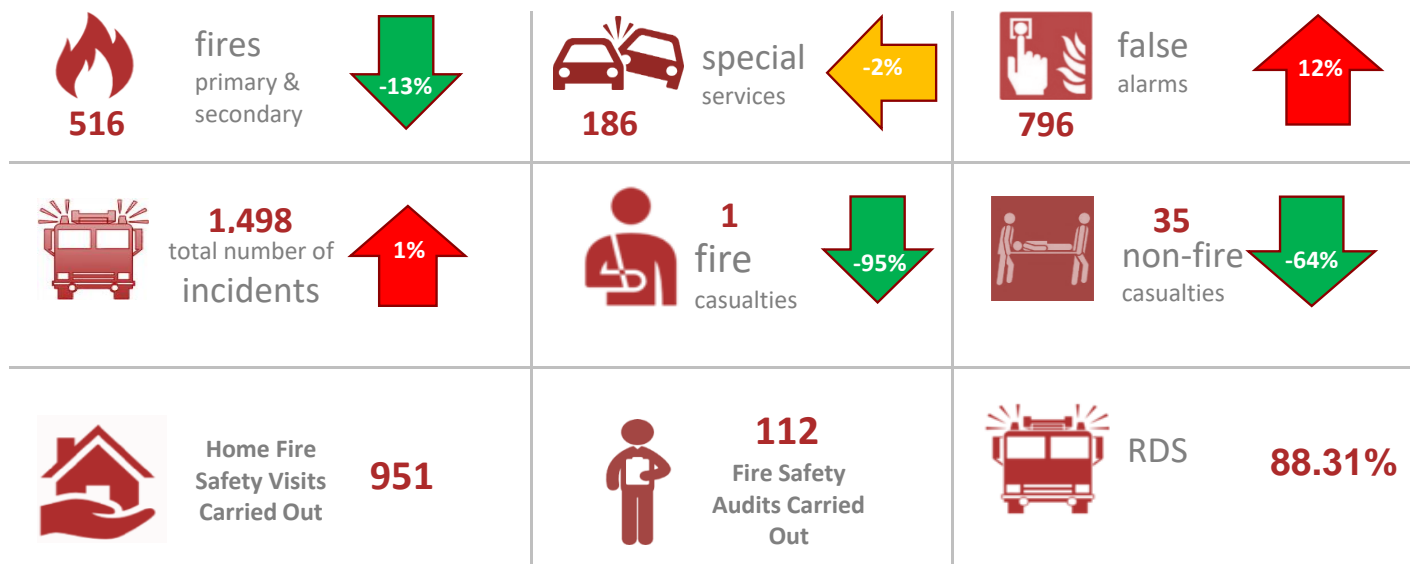
<b>Year on Year Change</b>	● -20%	● -95%	● -64%	● -11%	◆ 14%	◆ 5%
<b>3 Year Average Change</b>	● -9%	● -21%	▲ -4%	◆ 5%	◆ 18%	▲ -1%
<b>5 Year Average Change</b>	▲ -3%	● -17%	▲ -1%	◆ 6%	◆ 10%	◆ 7%

## About the statistics within this report

The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference in the period totals quoted in our reports after local publication which result from revisions or additions to the data in our systems. The Scottish Government publishes official statistics each year which allow for comparisons to be made over longer periods of time.

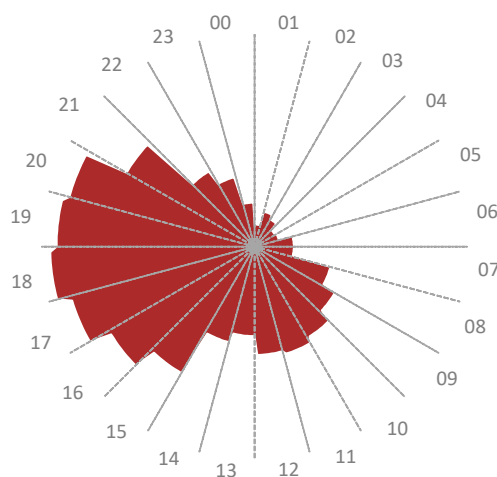
- Activity levels have reduced by more than 5%
- ▲ Activity levels have reduced by up to 5%
- ◆ Activity levels have increased overall

# North Ayrshire Delivery Activity Summary

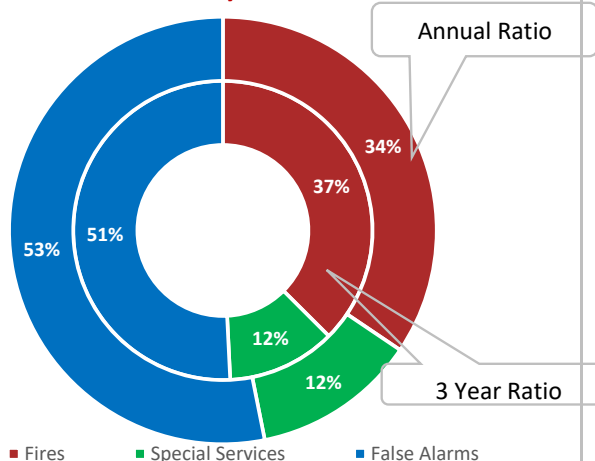


## Activity by Time of Day

Hour (am)	Total	Hour (pm)	Total
Midnight	28	Mid-day	69
1am	14	1pm	57
2am	23	2pm	63
3am	20	3pm	93
4am	15	4pm	107
5am	16	5pm	121
6am	25	6pm	130
7am	25	7pm	126
8am	50	8pm	122
9am	59	9pm	94
10am	67	10pm	56
11am	71	11pm	46



## Incidents by Classification



## Top 15 Incident Types by % of Total Incidents

False Alarm (UFAS)	22.16%
False Alarm (Dwelling)	20.09%
Outdoor Fire	16.49%
False Alarm (Good Intent)	9.55%
Refuse Fire	9.21%
Dwelling Fire	5.07%
Special Service - Effecting...	3.34%
Other Building Fire	2.14%
Special Service - Flooding	1.54%
Special Service - Assist other...	1.47%
Special Service - No action (not...	1.20%
Special Service - RTC	1.13%
False Alarm (Malicious)	0.93%
Vehicle Fire	0.87%
Special Service - Lift Release	0.80%

# Domestic Safety - Accidental Dwelling Fires

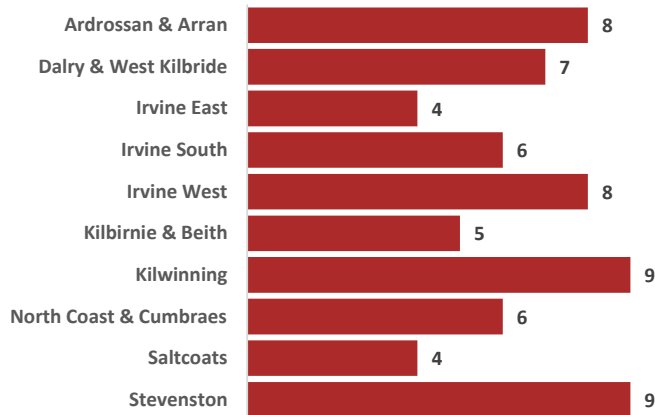


## Performance Summary

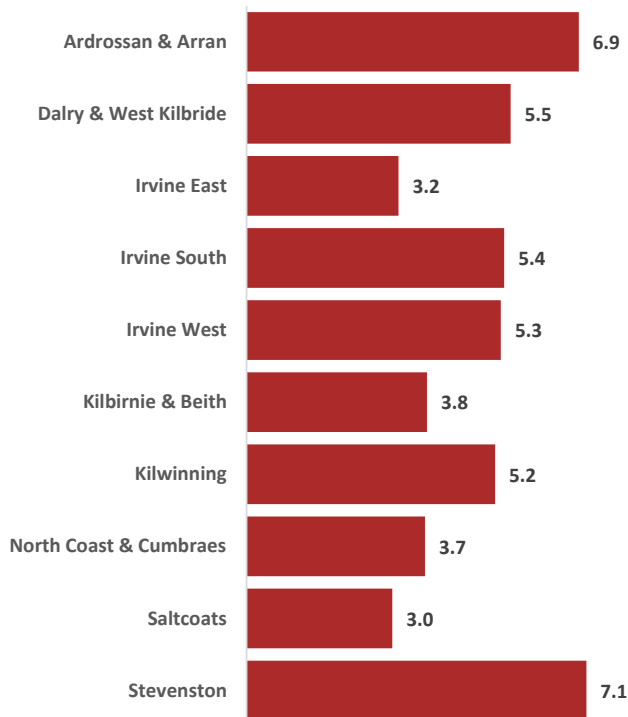
Year on Year      3 Year Average      5 Year Average

● -20%      ● -9%      ▲ -3%

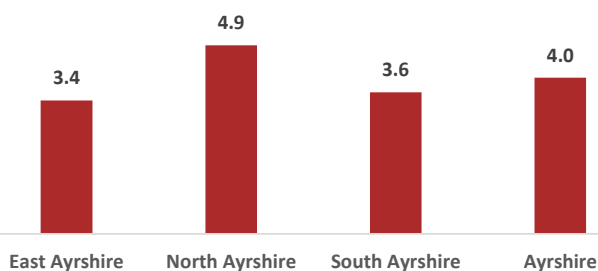
## Accidental Dwelling Fires by Ward Area



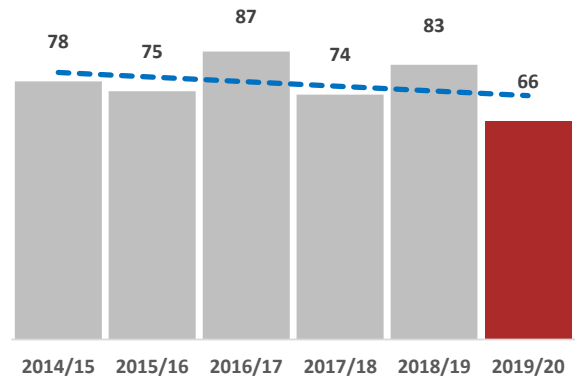
## Incidents Per 10,000 Population - North Ayrshire



## Incidents Per 10,000 Population - Ayrshire



## Accidental Dwelling Fires to Date



## Severity of Accidental Dwelling Fires



No Firefighting Action

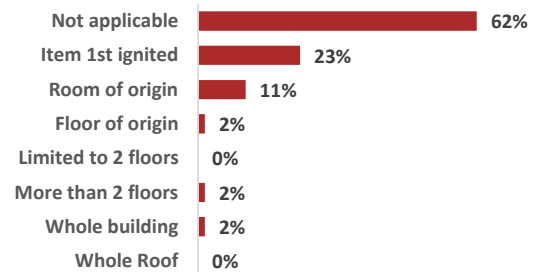
52%



Direct Firefighting

11%

## Extent of Fire Damage



## Automatic Detection & Actuation



Detection Present

83%



Detection Actuated

96%



Calls Made via Linked Alarms

35%

## Human Factors



Distraction

38%



Alcohol/Drug Impairment

17%



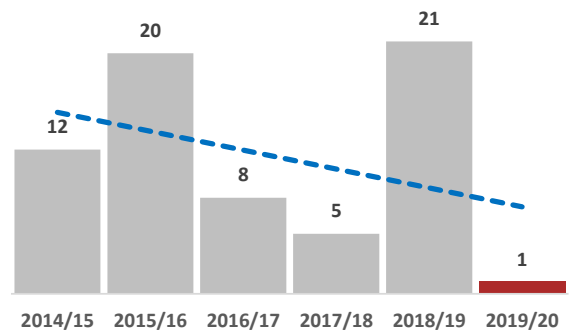
# Domestic Safety - Accidental Dwelling Fire Casualties



## Performance Summary

Year on Year	3 Year Average	5 Year Average
-95%	-21%	-17%

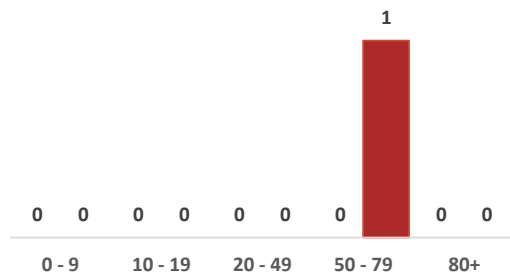
## Accidental Dwelling Fire Casualties Year to Date



## Fire Casualties by Ward Area

Ardrossan & Arran	0
Dalry & West Kilbride	0
Irvine East	0
Irvine South	0
Irvine West	0
Kilbirnie & Beith	0
Kilwinning	1
North Coast & Cumraes	0
Saltcoats	0
Stevenston	0

## Age / Gender Profile



## Casualties Per 10,000 Population - North Ayrshire

Ardrossan & Arran	0.00
Dalry & West Kilbride	0.00
Irvine East	0.00
Irvine South	0.00
Irvine West	0.00
Kilbirnie & Beith	0.00
Kilwinning	0.03
North Coast & Cumraes	0.00
Saltcoats	0.00
Stevenston	0.00

## Extent of Harm



1

First Aid at Scene



0

Hospital Slight Injuries



0

Hospital Serious



0

Fatal Injuries

## Casualties Per 10,000 Population - Ayrshire





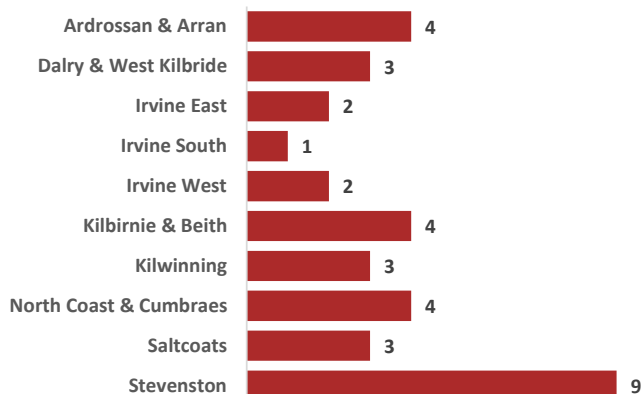
# Unintentional Injury or Harm



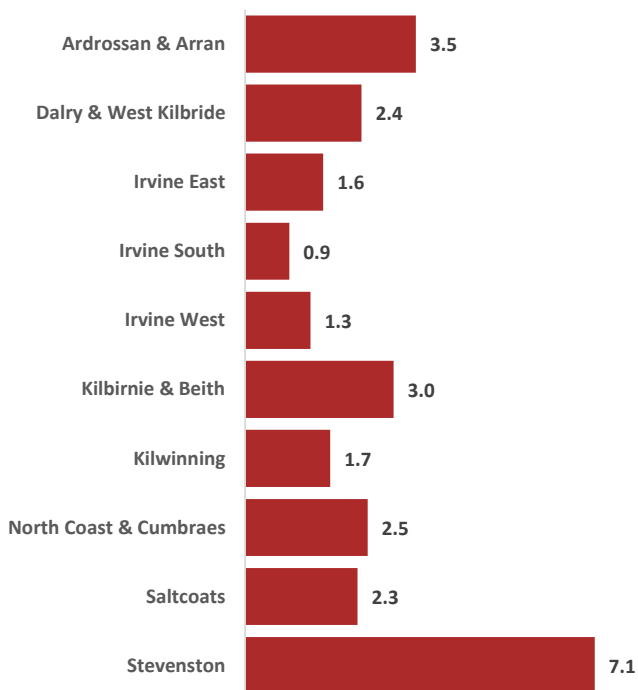
## Performance Summary



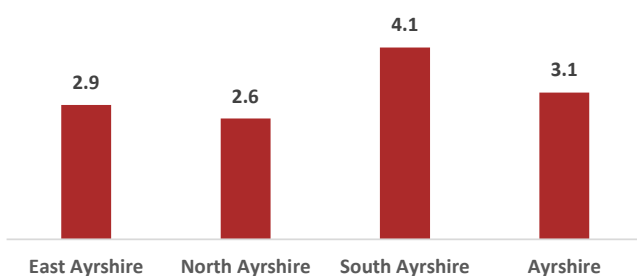
## Non-Fire Casualties by Ward Area



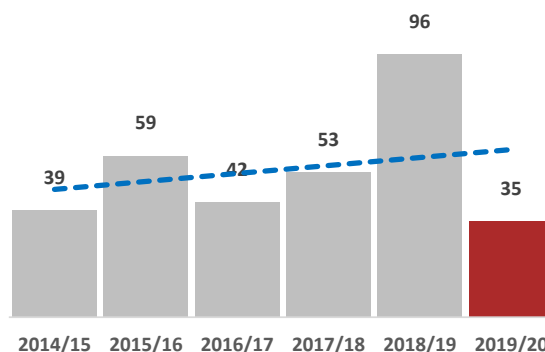
## Casualties Per 10,000 Population - North Ayrshire



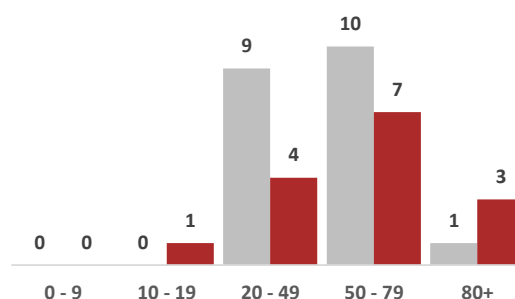
## Non-Casualties Per 10,000 Population - Ayrshire



## Special Service Casualties Year to Date



## Age / Gender Profile



## Extent of Harm



1

First Aid at Scene



15

Hospital Slight Injuries



6

Hospital Serious



3

Fatal Injuries



Road Traffic Collision

43%



Water Rescue

0%



Assisting Other Agencies

54%



All Other Incidents

3%

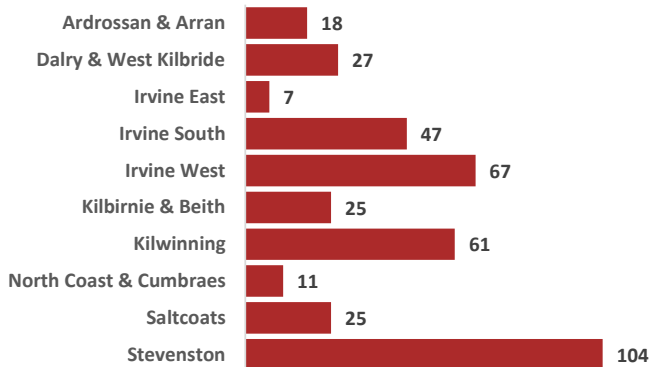
# Deliberate Fire Setting



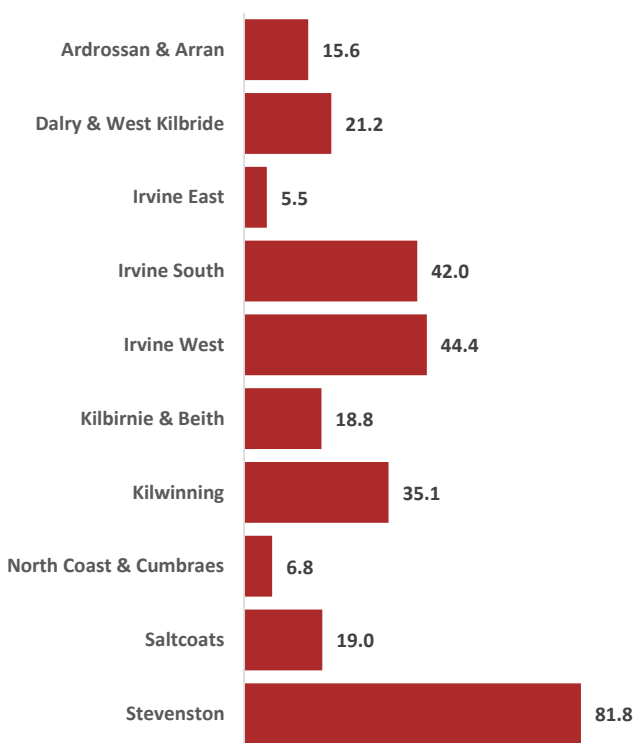
## Performance Summary

Year on Year	3 Year Average	5 Year Average
-11%	2%	6%

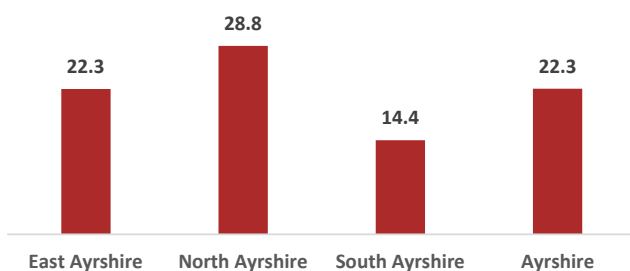
## Deliberate Fires by Ward Area



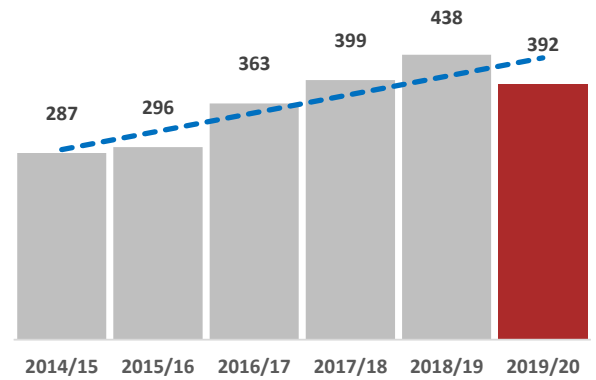
## Incidents Per 10,000 Population - North Ayrshire



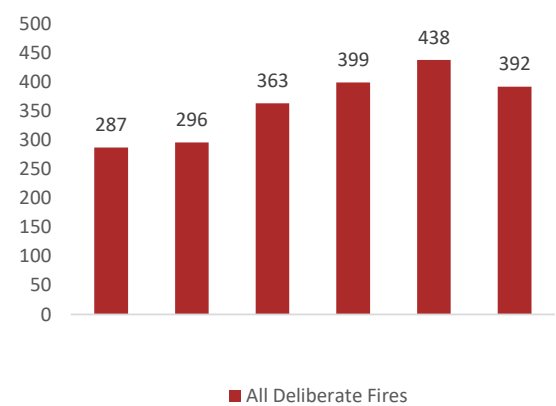
## Incidents Per 10,000 Population - Ayrshire



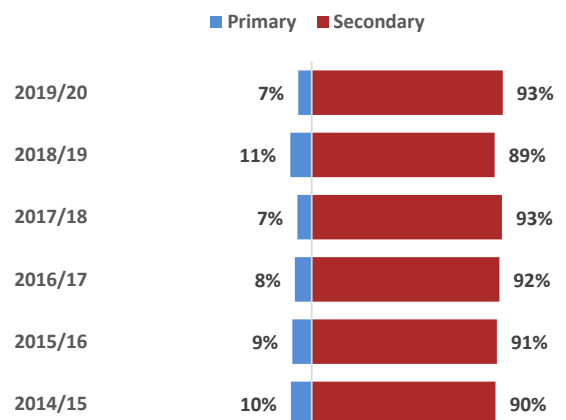
## Deliberate Fires Year to Date



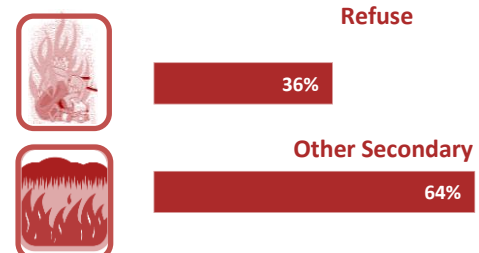
## Deliberate Fires Compared to Operational Activity



## Deliberate Fires by Classification



## Secondary Fire Ratio by Activity Type



# Non-Domestic Fire Safety



## Performance Summary

Year on Year	3 Year Average	5 Year Average
14%	18%	10%

## Non-Domestic Fires by Ward Area

Ardrossan & Arran	2
Dalry & West Kilbride	2
Irvine East	0
Irvine South	3
Irvine West	4
Kilbirnie & Beith	0
Kilwinning	6
North Coast & Cumbræes	2
Saltcoats	2
Stevenston	4

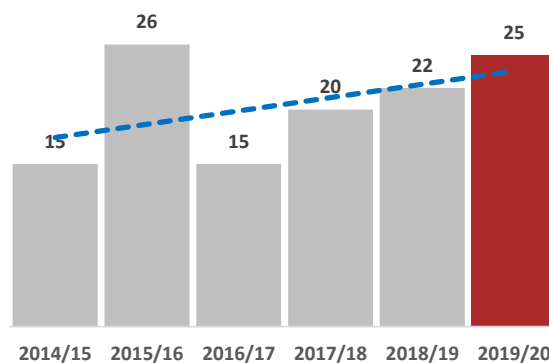
## Incidents Per 10,000 Population - North Ayrshire

Ardrossan & Arran	1.7
Dalry & West Kilbride	1.6
Irvine East	0.0
Irvine South	2.7
Irvine West	2.6
Kilbirnie & Beith	0.0
Kilwinning	3.5
North Coast & Cumbræes	1.2
Saltcoats	1.5
Stevenston	3.1

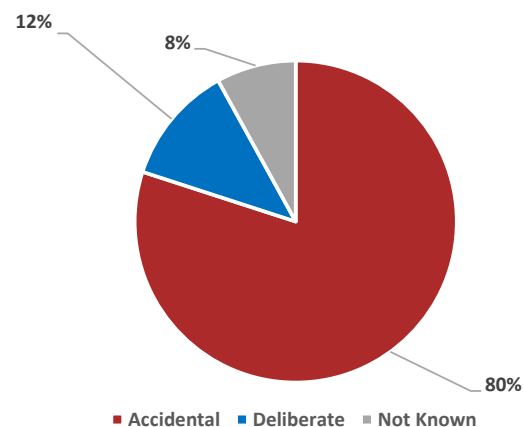
## Incidents Per 10,000 Population - Ayrshire

East Ayrshire	0.4
North Ayrshire	1.8
South Ayrshire	1.9
Ayrshire	1.4

## Non-Domestic Fires Year to Date



## Non-Domestic Fires by Nature of Origin



## Non-Domestic Fires by Premises Type

Hospitals and medical care	3
Food and Drink	3
Education	2
Industrial	2
Offices	2
Residential Home	2
Sporting Venues	2
Retail	2

## Extent of Fire Damage

Not applicable	15
Limited to item 1st ignited	4
Limited to room of origin	2
Limited to floor of origin...	2
Affecting more than 2...	1
External roof only	1

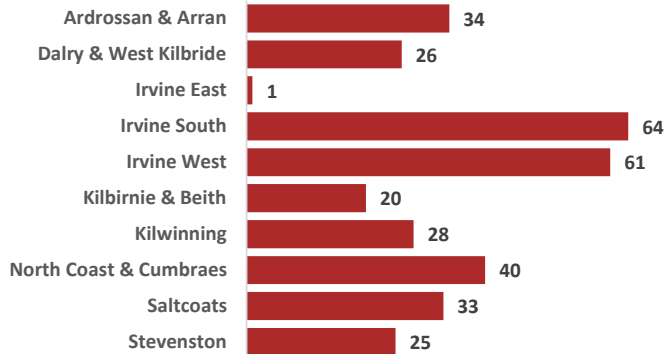
# Unwanted Fire Alarm Signals



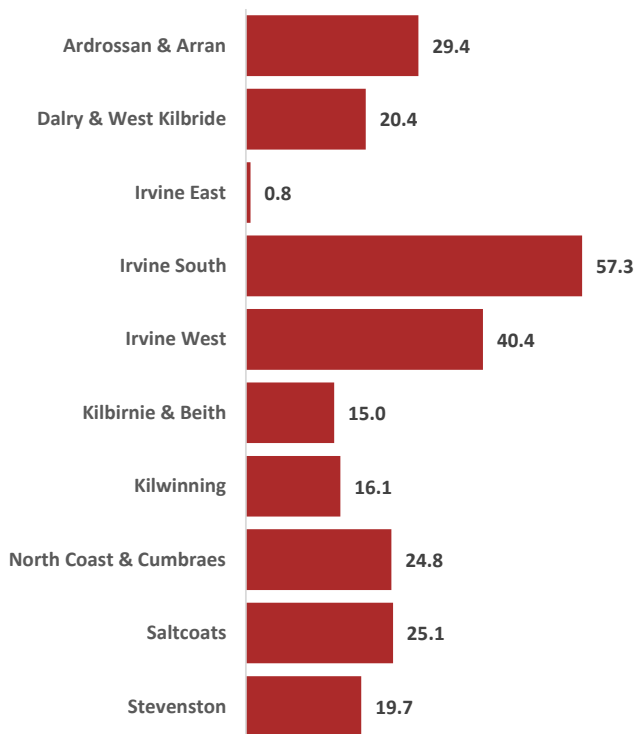
## Performance Summary

Year on Year	3 Year Average	5 Year Average
5%	-1%	7%

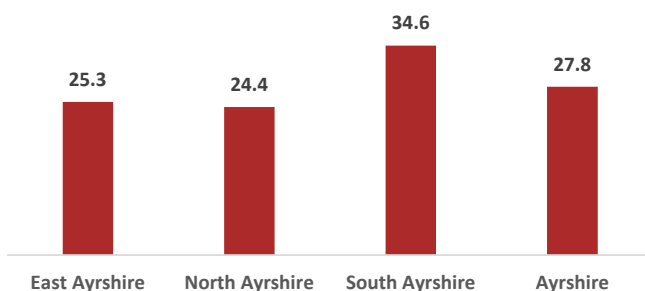
### Unwanted Fire Alarms Signals by Ward Area



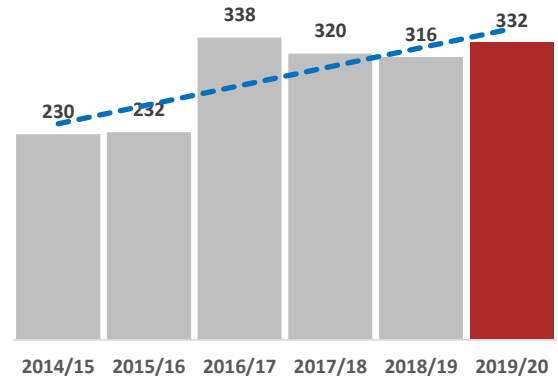
### Incidents Per 10,000 Population - North Ayrshire



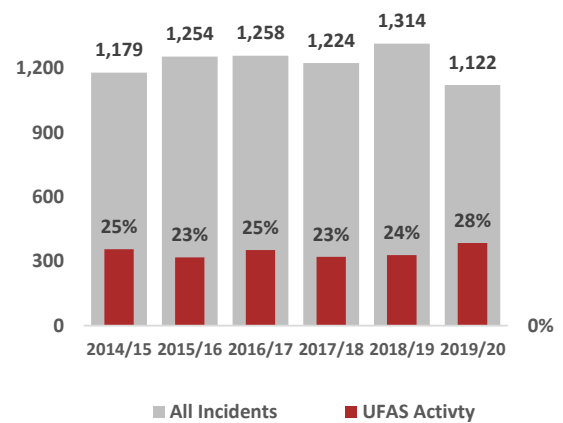
### Incidents Per 10,000 Population - Ayrshire



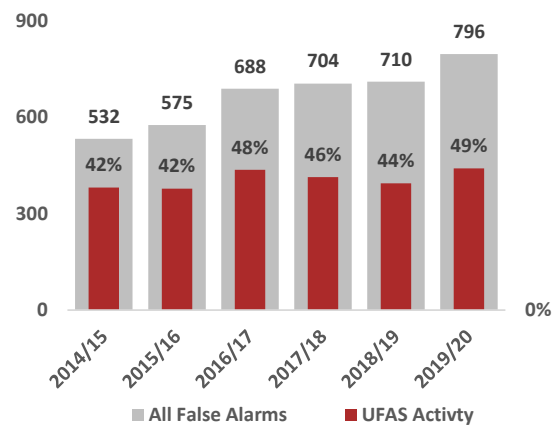
### Unwanted Fire Alarm Signals Year to Date



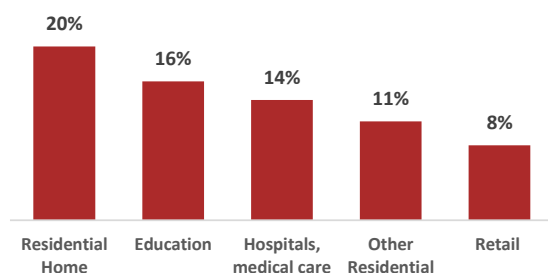
### UFAS Percentage Against all Incidents



### UFAS Percentage Against all False Alarms



### Unwanted Fire Alarm Signals - Top 5 Premises



## Home Fire Safety Visits



**951**

Home Fire  
Safety Visits  
Carried Out

**578**

Smoke Detectors Fitted  
During Home Fire Safety  
Visits

Percentage of High Risk  
Home Fire Safety Visits  
Carried Out

**26%**

Percentage of Visits Carried Out  
Following Attendance at an  
Incident

**38%**

## Fire Safety Audits



Fire Safety  
Audits Carried  
Out

**112**



New Audits

**83%**



Re-Audits

**0%**



Post Fire Audits

**17%**



Complaint Audits

**0%**



Broadly Compliant

**20%**



Areas of Improvement

**79%**



Notice of Deficiencies

**2%**



Enforcement Notice

**0%**



Prohibition Notice

**0%**

## Retained Duty System

Appliance Availability	Mon - Fri (08:00 - 18:00)	Mon - Thu (18:00 - 08:00)	Weekend (Fri 18:00 - Mon 08:00)	Total
Ardrossan	85.42%	99.63%	98.26%	94.89%
Dreghorn	51.55%	94.66%	88.40%	79.50%
Dalry	45.50%	90.19%	74.81%	71.21%
Beith	68.63%	98.01%	96.25%	88.60%
Kilbirnie	56.81%	95.10%	96.54%	84.21%
Largs	97.14%	99.91%	93.35%	96.68%
Skelmorlie	81.35%	99.46%	88.66%	90.10%
Millport - 1	99.98%	100.00%	100.00%	99.99%
Millport - 2	60.73%	93.62%	56.95%	70.35%
Brodick	99.27%	100.00%	96.05%	98.33%
Lamlash	97.94%	98.64%	96.15%	97.52%

North Ayrshire	76.76%	97.20%	89.58%	88.31%
Ayrshire	70.18%	96.28%	90.41%	86.36%

Total Mobilisations	Total Time Deployed	No. of Personnel	Contracts
189	99.32	10	750%
237	110.54	12	950%
116	61.29	9	675%
123	70.48	12	1025%
160	85.38	10	900%
122	73.52	13	1025%
95	49.31	10	775%
29	15.11	12	1125%
37	17.33	8	800%
33	9:38	8	800%

# Glossary of Terms

## Term - What it means

### **ADF**

Accidental Dwelling Fire

### **CSET**

Community Safety Engagement Toolkit is a internal IT system used to record home fire safety visits and community safety activities

### **FSET**

Fire Safety Experiential Training is a bespoke training programme developed by the Scottish Fire and Rescue Service in Ayrshire and delivered to community planning partners to raise awareness of fire safety within the domestic environment

### **HFSV**

Home Fire Safety Visit

### **PDIR**

Post Domestic Incident Response, a term used by Prevention and Protection Directorate to indicate actions taken following attendance at a fire or other incident in the home. PDIRs include amongst things the offer of a free follow-up home fire safety visit

### **Primary Fires**

These include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

### **RDS**

Retained Duty System. Professional on call firefighters who may have other primary employment responsibilities outside the Fire and Rescue Service but respond to emergency calls within their local area as and when required

### **RTC**

Road Traffic Collision

### **Secondary Fires**

These are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or fire or more appliances attend. They include fires in single derelict buildings

### **Special Service**

Calls to incidents which are not fires or false alarms such as RTCs, rescues, flooding, incidents involving hazardous materials or the provision of assistance to other agencies

### **UFAS**

Unwanted Fire Alarm Signals. When an automatic fire detection and alarm system is activated as a result of anything other than an actual fire the activation is classed as a false alarm. If an attendance is made to such an event by the Scottish Fire and Rescue Service, then the event is recorded as an UFAS incident



**Working together  
for a safer Scotland**



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



**Strategic Plan  
2019-22**





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To find out more, visit our website at [www.firescotland.gov.uk](http://www.firescotland.gov.uk)





**KIRSTY DARWENT**  
Chair  
Scottish Fire and Rescue Service Board



**MARTIN BLUNDEN**  
Chief Officer  
Scottish Fire and Rescue Service

## It is our pleasure to introduce the Scottish Fire and Rescue Service Strategic Plan 2019-22.

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

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

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

The views of our staff, expressed in the Service's first ever [staff survey](#) in 2018, were used to influence this Strategic Plan. We will continue to engage with our staff, so that the detailed work that will support this Plan each year can also be influenced by on-going dialogue.

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

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

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

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

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

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

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

# INTRODUCTION

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

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

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

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

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

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

The Board provides strategic direction and closely scrutinises our actions to ensure we are delivering services in an effective and efficient way against this purpose as

well as the ten strategic priorities within the Framework which underpin it. The Board also ensures we meet all our legislative requirements and the ambitions of the Strategic Plan.

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

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

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

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

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

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

## Working Together for a Safer Scotland



Our primary statutory responsibilities are directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function) (Scotland) Order 2005.

These pieces of legislation lead us to go beyond just fighting fires. These are some of the things we do to keep people safe today:

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

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

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

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

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

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

**We work closely with our partners.** As pressures continue to drive the need to reform public services, renewed emphasis has been placed on working in partnership. We continue to be fully committed to working with a wide and diverse range of partners, both

locally and nationally, across public, private and third sectors. We absolutely acknowledge the benefits of working together and, following the resounding support we have received from our partners for our ambitions outlined in this Plan, we will proactively seek opportunities to secure a joined-up approach to Scotland’s challenges. By engaging and working well with others we can:

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

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

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

To achieve this, we will continue to use our Equality and Human Rights Impact Assessment process as an improvement tool to develop, implement and monitor our corporate policies and practices that affect communities and employees. Our service delivery analytics and our Communications and Engagement Strategy provide the basis for continuing to engage and work with our

communities and other stakeholders to establish an evidence-based profile of the needs and aspirations of different community groups.

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

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

So that we can respond to and resolve a wider range of societal risks and challenges, there is a need to broaden the role of our firefighters and reconfigure our frontline workforce. To do so will mean we will be in the best position to complement our partners across a range of sectors to support joint aspirations to improve the safety and wellbeing of Scotland’s people.

We also want to ensure that we are prepared to respond to severe weather and to deliver a more holistic approach to harm prevention. In doing so the long-term benefits of transformation will deliver:

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



A transformation [high-level plan](#) has been prepared and approved by our Board with several specific projects identified to take this forward, as listed below. This portfolio of transformation projects will be closely monitored and robustly managed through our Programme Office arrangements. More information on these can be accessed publicly as and when papers are submitted to the [Transformation and Major Project Committee](#).

- Terms and Conditions
- Safe and Well
- Rural Full Time Posts
- SFRS Youth Volunteer Scheme
- Station and Appliance Review
- Retained and Volunteer Duty System Strategy
- SFRS Futures Vision
- Demand Based Watch Duty System
- Rapid Response Units
- Urban on-Call
- Out of Hospital Cardiac Arrest
- Concept of Operations for Terrorist-Related Incidents.





# OUR VALUES AND BEHAVIOURS

The Service identified four core values which outline what is most important to us in how we go about our work.

They reflect what we believe are appropriate workplace behaviours and practices and play an important part in building a fair and cohesive culture to help us work together for a safer Scotland.



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

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



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

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



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

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



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

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

## OUR CHALLENGES

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

So that we can prevent the worst from happening or be fully prepared to respond should we be called, we need to be aware of any new or changing risks which threaten the safety of communities or our workforce.

#### Changing population/ demographics

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

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

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

#### Social and economic inequality

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

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

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

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

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

#### Extreme weather

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

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

#### Terrorism

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

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



# OUR WORKFORCE

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

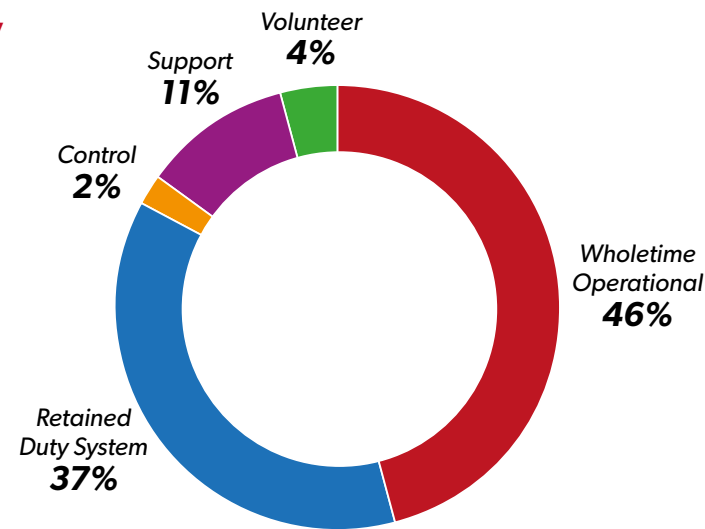


Figure 1 - Workforce Profile as at 31 March 2018

Our operational staff make up well over 80% of our workforce. Retained Duty System (RDS) firefighters are critical to providing ‘on call’ fire and rescue services in mostly rural and remote rural locations. The operational model that this group, and our volunteers, work within has become very challenging to maintain in today’s environment both in Scotland and the rest of the UK. These challenges have inspired our transformation agenda and some changes have already been made to better support this duty system. Improved recruitment practices, enhanced training facilities and the creation of new rural support posts are part of these changes. However, further innovation is required to strengthen and future-proof arrangements.

The service delivery models associated with our Wholetime staff group, which includes our frontline firefighters who crew our emergency vehicles and our operational commanders and senior managers, also needs to evolve now so that we can respond more effectively to our current and future environment.

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

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



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

# OUR MONEY

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

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

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

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

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

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

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

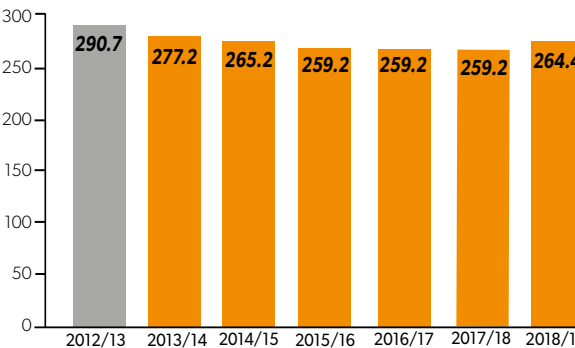


Figure 3 - Resource Funding 2013/14 - 2018-19 (£m)

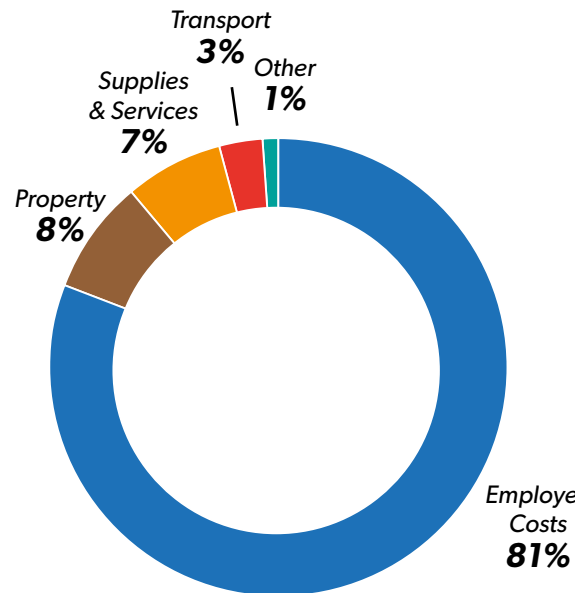


Figure 4 - Resources Budget Allocation 2018/19



# OUR PERFORMANCE

## A priority of the Fire and Rescue Framework for Scotland 2016 was to develop a Performance Management Framework which would support our Strategic Plan.

The [Performance Management Framework](#) we published provided details of how we manage our performance, and contains a comprehensive set of corporate performance measures. Regular reports are provided to the Board and its Committees on these performance measures so that members can monitor and scrutinise how well we are doing.

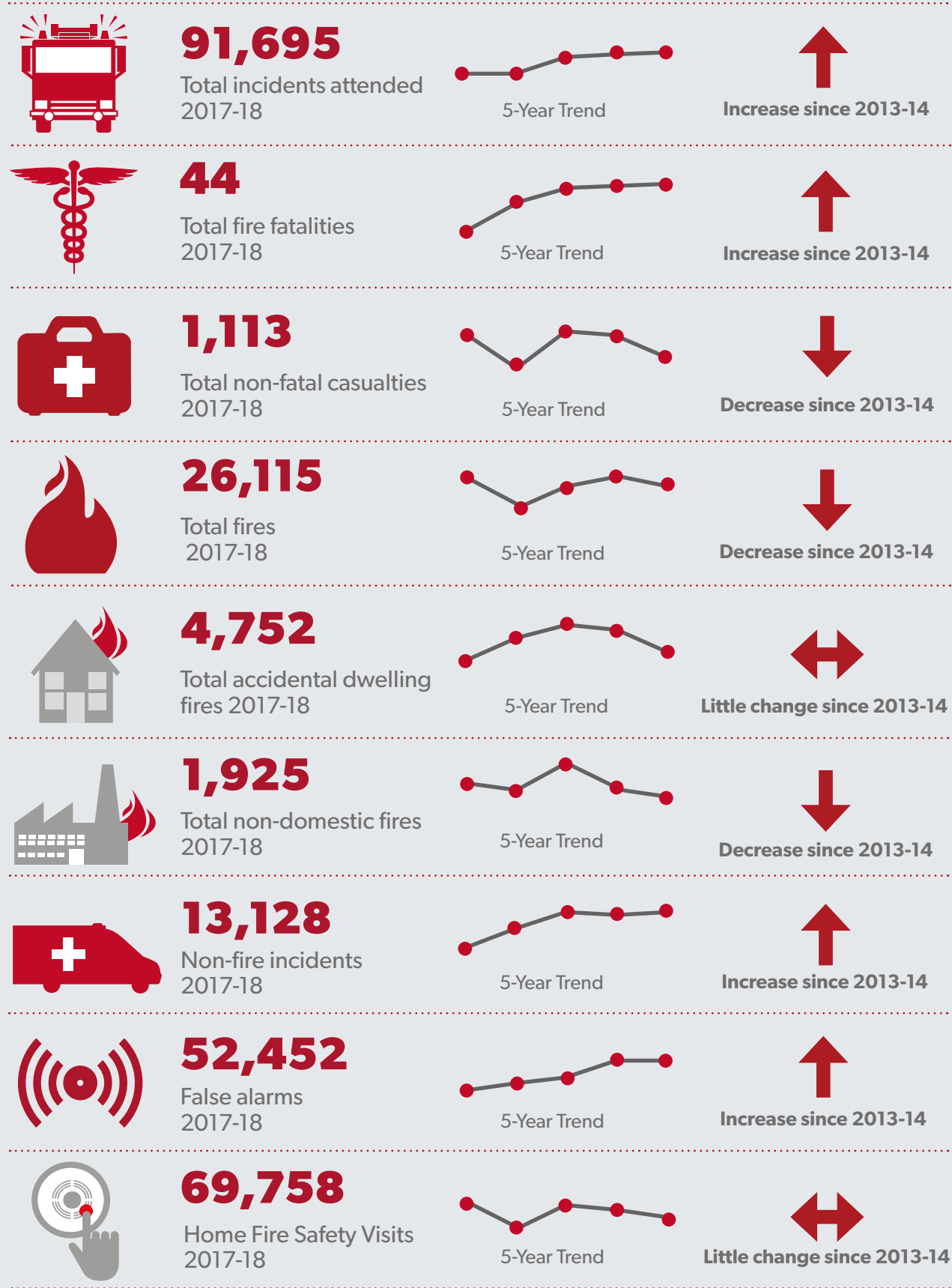
The Performance Management Framework and its associated measures will be reviewed and revised to align with this Strategic Plan to ensure our business planning and performance management arrangements are fully aligned.

Further performance data is published in our annual [Statistical Bulletins](#). These are available on our website to provide comprehensive data on fire and rescue incidents, and fire safety and organisational activity. We took on the responsibility of collating and publishing these from the Scottish Government in 2016. To further assure the integrity of our statistics we are working towards following the UK Statistics Authority Code of Practice for Official Statistics and becoming formally acknowledged as a 'Producer of Official Statistics'.

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

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

The infographic on the next page provides a snapshot view of how we have performed against some of our important indicators since 2013/14. We have used data from 2017/18, which is currently the most complete figures available us, for comparison purposes. More detailed analysis and data relating to our performance is available through [Board and Committee Reports](#) and our annual statistical publications published on our website.







## OUR STRATEGY

### Outcome 1

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

False alarms continue to account for more than half of the incidents we attend. The majority of these calls are generated by automatic fire alarm systems. We encourage the use of automatic fire detection as they help save lives and protect buildings.

However, false alarms, such as those that are caused by system faults, are an unnecessary drain on our resources and present undue risk for the public from appliances responding to these calls under blue light conditions. They can also cause disruption to people and negatively impact on business continuity potentially affecting business growth.

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

## Outcome 2

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

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

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

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

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

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

We also need to take further steps to reconsider the role of firefighters in today's society. Using our widely dispersed resources to support our partners, and increase life chances in roles such as responding to Out of Hospital

Cardiac Arrests, we could significantly contribute to improving a wider range of community outcomes.

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

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

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

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

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

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

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

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

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

## Outcome 3

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

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

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

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

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

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

and to seek promotion opportunities. Some early success in this area arose from the pre-recruitment activity in 2019 by increasing the number of women in the final selection pool by over 3% compared to the previous recruitment intake in 2017/18.

We are also committed to delivering the best possible benefits packages for all staff who work for the 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 as a consequence increase motivation and productivity, and support good mental health.

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

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

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

By embedding effective succession planning we will be able to identify potential leaders for the future, providing opportunities for them in our leadership development programmes, so that they have the right skills to succeed. In doing so building and maintaining a workforce that is multi skilled, flexible, and results orientated.

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

The safety of our people is paramount and we have created a strong proactive health and safety culture to protect them. Being appropriately trained, and having access to the right information and support is essential to our people's safety and we are fully committed to ensuring we have the resources in place to achieve that.

We will also continue to improve our management information systems so that we can identify trends and areas in need of attention, and recognise positive results and improvements to enable the sharing of good practice across the organisation.

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

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

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

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

As we develop more detailed plans to achieve our strategic objectives, and as we continue on our journey of transformation, we will put in place robust change management practices so that our people can get involved in the decisions that matter to them.

Through improved communication arrangements, we will share information at appropriate stages to give our people and stakeholders the opportunity to participate in the design of services through safe and open channels. Through a strengthened corporate voice more people will understand the breadth and reach of our services and our ambitions to improve safety and wellbeing across Scotland.

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

## Outcome 4

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

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

The National Performance Framework has been designed to link with and promote the Scottish Government's commitment to the United Nation's Sustainable Development Goals. These aim to improve wellbeing across the world. We already undertake many activities that contribute to social equality, economic viability and environmental protection, which are the bedrock to sustainable development.

Our commitment as a Service to minimise our direct impact on the environment is strong. We will put detailed plans in place for how we will achieve this and strengthen our arrangements to meet our legislative and corporate duties. We will work with partners across the public service and beyond in developing our approach and in achieving our ambitions.

Through the implementation of a SFRS Sustainable Development Framework, we will communicate a clear plan from which to showcase and report on the wide range of activities we undertake which contribute to sustainable development nationally.

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

We manage our business and money appropriately, complying with various regulations, through a robust set of policies, business processes and identified

responsibilities. Good governance assures a blend of value for money and accountability with transparent decision making and probity. To respond effectively to emerging risks and challenges and to further strengthen our governance arrangements, we will explore how we can develop more predictive insights and improve evidence led decision making.

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

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

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

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

We will implement a long-term [Asset Management Strategy](#) which will redesign our property and fleet portfolio to balance the needs of a modern national service with those of tightening budgets. This will be done through a comprehensive assessment which will determine the assets that we no longer need, the assets we need to maintain, rationalise or develop, and the new assets we will need to acquire.

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

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

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

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

## FURTHER INFORMATION

This Strategic Plan sets out what our broad ambitions will be on behalf of the people of Scotland over the next 3 years. It sets the strategic direction for the Scottish Fire and Rescue Service and it will shape the details contained in all our other plans for that period.

Consultation on this Plan was carried out between 9 May 2019 and 18 July 2019. Over 250 staff, individuals or organisations participated in our online survey, providing valuable feedback. Views confirmed that we have set the right direction and our commitments echoed national and local partnership aspirations. As a result of the overwhelmingly supportive comments received no fundamental changes were necessary. Only minor grammatical changes to strengthen our stated intentions or enhance understanding were made.

If you would like to view the consultation comments from those that have given us permission to publish them, they are available on our [consultation hub](#).

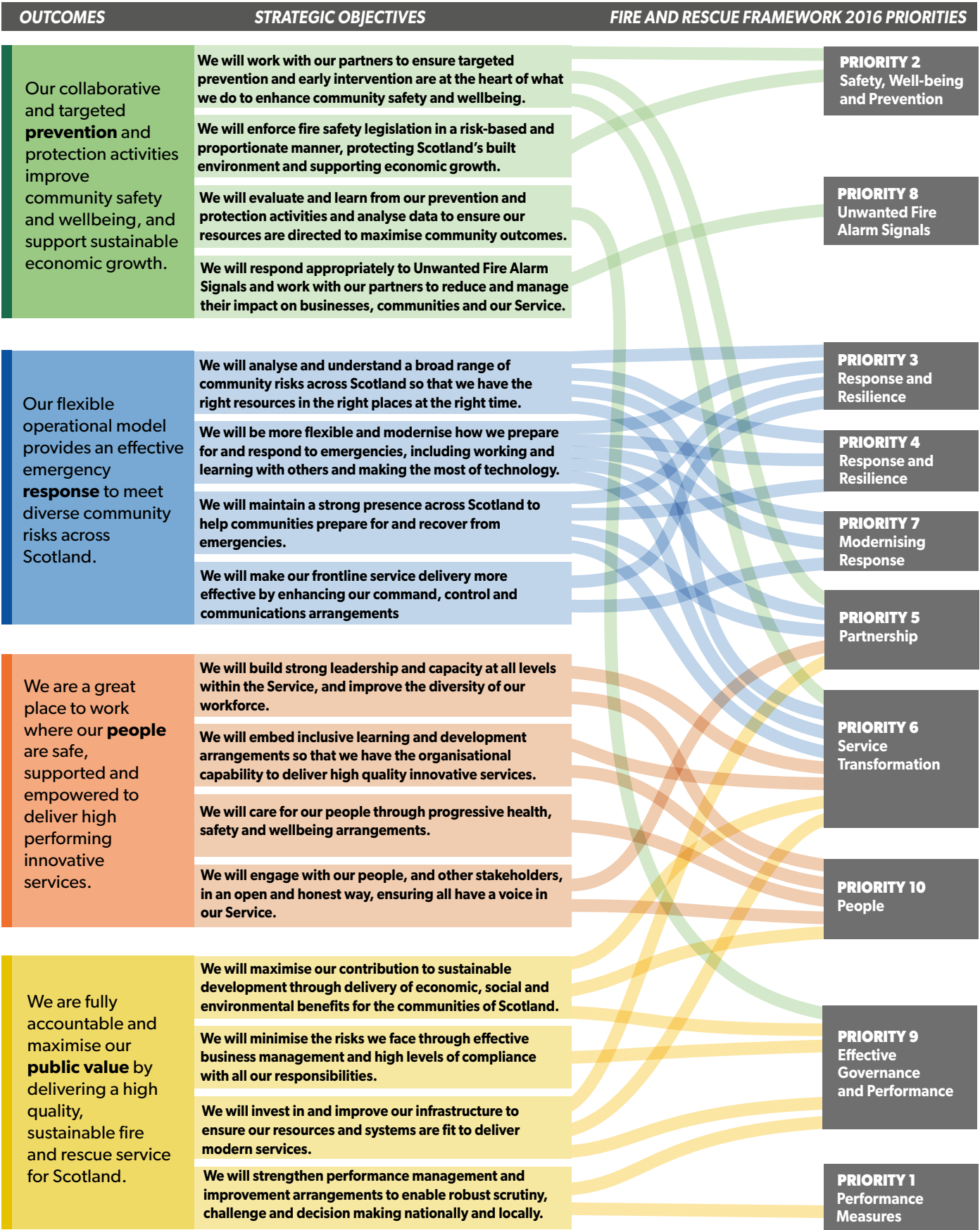
### If you would like more information about the Scottish Fire and Rescue Service you can:

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# APPENDIX 1

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







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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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