

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

STRATEGIC PLAN 2019-22 REVIEW REPORT

Safety. Teamwork. Respect. Innovation.

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1. INTRODUCTION

The Scottish Fire and Rescue Service's (SFRS) Strategic Plan sets the policy and resources framework within which we will operate, informing funding decisions and providing the basis for performance and financial monitoring.

The Strategic Plan 2019-22 was introduced in October 2019. Prepared with due regard to the Fire and Rescue Framework for Scotland 2016, it outlines four Outcomes and 16 Objectives on which to focus our attention and identify our ambitions for the three-year period.

Legislation states that the Strategic Plan should be reviewed. This review may be done at any time, but must be reviewed prior to the end of the three-year period the Strategic Plan relates to. The review of the Strategic Plan 2019-22 took place in October 2021 with the aim of establishing whether we had delivered against the Outcomes and Objectives that were set.

The decision to carry out the review at the end of 2021 was also made to ensure we could use the learning from the review to inform the development of the next Strategic Plan (2022-25). These timescales, however, meant that we could only fully consider our reported progress over a two-year period (2019-20 and 2020-21) and not the full three years that the Strategic Plan covers.

As well as the shortened reporting period, it is important to recognise that our delivery towards the ambitions of the Strategic Plan 2019-22 were undertaken throughout a period of national disruption. The Covid-19 pandemic has undoubtedly impacted upon our planned deliverables and substantial flexibility was required throughout this period to ensure that we could continue to deliver our core services, whilst safeguarding our staff and the people of Scotland.

A broad range of information sources were identified to assess as part of this review. These included:

- Key achievements and current activities
- Data results
- Stakeholder views and opinions

The conclusion reached and an outline of the next steps to be taken to develop the Strategic Plan 2022-25 can be found in Sections 3 and 4.

2. DELIVERING THE STRATEGIC PLAN 2019-22

2.1 Key Achievements

To ensure the Outcomes and Objectives of the Strategic Plan are achieved, a three-year rolling Annual Operating Programme is produced with an Annual Plan approved and scrutinised by the SFRS Board. The Annual Operating Plan contains high-priority, strategic work objectives that sit outside of business as usual. Robust scrutiny arrangements are in place to monitor the progress of the Plan through the Senior Management Board (SMB), Strategic Leadership Team (SLT) and the Board.

The key activities that have been taken forward to realise the ambitions of the Strategic Plan are provided at **Appendix 1**.

This extensive list provides evidence of the significant work being undertaken to meet each of the Outcomes and Objectives set within the Strategic Plan. This list is by no means exhaustive but does highlight some of our more strategic initiatives.

2.2 Data Results

Our Performance Management Framework (PMF) defines how we will manage our performance to achieve the Outcomes of the Strategic Plan; and the priorities set within the Fire and Rescue Framework for Scotland.

As well as defining our processes and good practice, the PMF provides a comprehensive suite of performance indicators that monitor how well we are doing. Each of our indicators have been aligned to one of the four Outcomes of the Strategic Plan 2019-22. An annual review of the PMF remains in development, therefore for the purposes of this report we have reviewed the data contained within the 2020/21 Statistics. These documents focus on data from and 2020-21, as well as analysis against 2019-20 and longer-term trends.

The section below contains excerpts from the Fire and Rescue Incident Statistics, and the Fire Safety and Organisational Statistics, focusing on the narrative surrounding some of the Key Performance Indicators that form the basis of the PMF. The full suite of official statistics can be found on [our website](#).

Fires & Incidents

The SFRS attended 85,582 incidents in 2020-21. This is a reduction of 7.0% from 2019-20 and is largely associated with societal and economic changes during the Covid-19 pandemic.

There were 25,147 fire incidents in 2020-21. This is a 2.6% increase on last year (up from 24,498). The total number of primary fires has reduced by 4.4%, with 9,852 recorded last year and 9,416 in 2020-21. This figure has steadily reduced since this series began. Over the last ten years, the number of primary fires has reduced by 28.4%.

Dwelling fires have also been consistently reducing over the last ten years, with a 25.9% reduction since 2010-11. There has been a 4.7% reduction in dwelling fires from last year (4,890) to this year (4,661). Fires in other buildings have decreased by 13.2% from 1,980 last year to 1,718 in 2020-21.

Vehicle fires have decreased from last year, with 2,099 recorded in 2019-20 and 1,816 recorded this year. This is a 13.5% reduction. During the Covid-19 pandemic, travel restrictions meant that there were less vehicles on the road and so, a reduction in vehicle fires was to be expected.

While primary fires have reduced, the number of secondary fires has increased slightly from 14,090 in 2019-20 to 15,130 this year (7.4% increase). Secondary fire incidents can be influenced by a number of socio-economic and environmental factors meaning incidents tend to fluctuate each year, with no clear overall trend. The number appears to have levelled off within the past five years and over a ten-year period, this figure has reduced by 37.5%.

Non-fire Incidents

In 2020-21, there was 12,693 non-fire incidents recorded, down from 14,397 last year (11.8% reduction). Although this is a relatively large reduction from last year's figures, the figures for this year could be unusually low due to the restrictions that were imposed during the Covid-19 pandemic.

There has been a large decrease in the number of road traffic collisions attended by the SFRS, with 1,596 recorded in 2020-21, compared to the 2,372-recorded last year. This is a reduction of 32.7%. Covid-19 restrictions meant that people could not travel as freely within the country as they did before the pandemic and so, there was less traffic on the roads. Due to this, low overall figures are to be expected.

Effecting Entry or Exit incidents decreased from 3,992 last year to 3,735 in 2020-21 (6.4% reduction). Similarly, 'Assist Other Agencies' incidents reduced by 7.8%, from 1,259 in 2019-20 to 1,161 this year.

Fire Fatalities and Casualties

There were 53 fatal fire casualties in 2020-21, up from 27 last year. Although this appears to be a large increase, annual totals have varied considerably in the past. The ten-year average for fatal fire casualties is 44. This figure in 2019-20 was unusually low compared to this average (1.6 times lower).

In 2020-21, there were 1,017 non-fatal fire casualties, down from 1,027 last year (1.0% reduction). This is the lowest number of non-fatal fire casualties recorded since this series began. Over the last ten years, there has been a 23.6% reduction in the number of non-fatal casualties. 876 (86.1%) of these casualties occurred in dwelling fires, 74 (7.3%) occurred in other building types and 22 (2.2%) occurred in road vehicles.

Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals, commonly referred to as UFAS, describes a potentially avoidable false alarm signal from a workplace, either from an automatic fire alarm or from a person. In previous years, these signals had steadily increased, from 26,394 incidents in 2013-14 to 29,285 in 2019-20 (10.9% increase). Within the last year this figure has reduced substantially to 23,733 (19.0% decrease from last year).

The Covid-19 pandemic could have influenced this figure as most offices were closed and homeworking was encouraged. This means that less people were in workplace buildings and so, less opportunity for an unwanted signal to be triggered.

Home Fire Safety Visits

The SFRS carried out significantly fewer Home Fire Safety Visits (HFSVs) than usual in 2020/21 as a result of policy changes during the Covid-19 pandemic. In 2020/21, the SFRS conducted 20,175 Home Fire Safety Visits which is a 71% reduction from the previous year. There was a reduction of 22,036 alarms installed from the previous year, however, this large reduction in the number of installations is caused by the reduction in the number of Home Fire Safety Visits carried out due to the Covid-19 pandemic.

The prioritisation of households based on risk is clear, with 38% of home visits involving the installation of alarms, up from 32% last year. The total number of smoke alarms installed had reduced by 72.8% in the last five years and 65.4% in the last year.

Non-Domestic Fire Safety

The number of audits completed by enforcement personnel decreased significantly in 2020/21 due to the national lockdown restrictions and subsequent policy changes to safeguard SFRS Personnel and the wider public. There were 3,292 audits completed this year, down from 7,261 last year.

Conclusion

The data above highlights a generally positive picture when considering the Key Performance Indicators that are aligned to the following Outcomes:

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

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

During 2020/21 we have seen a reduction in operational activity, with significant reductions being seen in both fire and non-fire incidents. Accidental dwelling fires were at their lowest rates of incidence since pre-2009/10.

There were 53 fatal fire casualties in 2020-21, up from 27 last year. Although this appears to be a large increase, annual totals have varied considerably in the past. The ten-year average for fatal fire casualties is 44. This figure in 2019-20 was unusually low compared to this average (1.6 times lower). Fire fatalities often appear in clusters throughout the years. This has occurred for many years and is not a new phenomenon. Due to this, total fire fatality figures appear to be volatile between years.

Non-fatal casualties have decreased by 1% - the lowest number of non-fatal fire casualties recorded since this series began. Over the last ten years, there has been a 23.6% reduction in the number of non-fatal casualties.

Unwanted Fire Alarm Signals have also seen a reduction; however, this could be attributed to temporary closure of business premises and education facilities during lockdown.

Our efforts to work more closely with partner agencies continues with 'Effecting Entry/Exit' incidents increasing by more than six percent based on the three-year average. There was less than a 1% change to incidents recorded as 'Assist other Agencies' against the three-year average.

It is clear, however, that the pandemic has negatively impacted some of our KPI measurements, the number of both Home Fire Safety Visits and Fire Safety Audits saw a reduction this year. Although it is noted that contingencies were quickly put in place to deliver these crucial fire safety initiatives in different ways.

NB: It should be noted that the data considered above is simply a snapshot of some of the statistics that align to some of our Key Performance Indicators. Full statistical information providing a comprehensive overview of fires, casualties, non-fire casualties, false alarms, the SFRS workforce, fire stations, fire vehicles and appliances, attacks on fire and rescue personnel, home fires safety visits, and non-domestic fire safety activity is available on [our Website](#).

3. STAKEHOLDER VIEWS AND OPINIONS

3.1 Staff and Stakeholder Consultation

During October/November 21, we asked our staff and key stakeholders how they felt we performed against our stated Strategic Outcomes and Objectives, both pre-Covid and during the pandemic.

The survey was open for five weeks and we received 96 online responses and one postal submission. The postal submission did not follow the survey format but the free text has been included and considered as part of the overall review of the questionnaire results.

Although we did not ask respondents to identify whether they were staff or external stakeholders, we can assume the majority of those who left free-text responses are staff due to the level of knowledge and detail included within these responses.

A summary of the responses follows and the full survey results can be found at **Appendix 2**.

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

The survey indicated that 58% of respondents felt we had delivered against Outcome 1 and its Objectives since the Plan was launched in October 2019. This left 22% of respondents stating that we

had not achieved delivery, and a further 20% stated that they didn't know whether this work had been undertaken. Respondents were clear that the Outcome and Objectives were still relevant (91%), with only 3% saying they were no longer relevant and 6% responding that they did not know.

When asked to share anything else about Outcome 1, there were 38 responses. Most of these responses were positive with respondents acknowledging delivery during challenging times. There was praise for our flexibility and ability to adapt to continue to deliver against our prevention activities throughout the pandemic. This was balanced with the feeling that we could do more against this Outcome as progress has been impacted by Covid-19. Several comments within the free text related to Objective 1.3: *'We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes'*. There was a strong feeling that we could do more to analyse our prevention and protection activities, learn from the analysis, and share the results across the Service to maximise community outcomes.

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

When asked whether we had delivered against Outcome 2, 37.5% respondents said we had. Alternatively, 45.8% stated no, and 16.7% said they did not know. Respondents felt Outcome 2 remains relevant (87.5%), with 4% saying it doesn't and 8% saying they didn't know.

There were 51 free text comments from respondents who wanted to share their thoughts about Outcome 2. Most of these comments referred to Objective 2.2: *'We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology'* and Objective 2.3: *'We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies'*. There was a strong feeling that these Objectives were not able to be fully achieved due to a lack of resources within the Service. Reference was made to poor standard of equipment, lack of training, and insufficient staff levels to crew appliances. There were comments relating to the broadening of the firefighter role process, with some respondents stating that failure to secure a pay deal has negatively impacted upon the Service's ability to deliver fully against this outcome.

There was recognition of the work that has been undertaken throughout the pandemic to support communities. Additionally, many respondents referred to the Service Delivery Model Programme (SDMP) and the Community Risk Index Model (CRIM) as main contributors to our progress against Outcome 2, specifically Objective 2.1: *'We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time'*.

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

The survey results indicated that 51% of respondents felt that we have delivered against Outcome 3 and its Objectives. Alternatively, 41% responded that we have not delivered against the Outcome, with 8% indicating that they didn't know. Most respondents (95%) felt that the Outcome remains relevant, with 2% saying no, 2% indicating they didn't know, and 1% who did not provide a response to this question.

There were 53 free text comments from respondents who wanted to share their thoughts about Outcome 3. Most who left text feedback said that they felt the Service had done well against Objective 3.3: *'We will care for our people through progressive health & safety and wellbeing arrangements'*. They believe that this was particularly evident throughout the pandemic, with many

respondents lauding health, safety and wellbeing arrangements, particularly mental health provision.

Resourcing concerns was the next most popular issue with these respondents raising concerns that low staffing levels were impacting on the health, safety and wellbeing of staff at work. It was felt that low staff levels led to unrealistic workloads on others and made it difficult to be released from duty to attend training courses.

When discussing Objective 3.2: *'We will embed inclusive learning and development arrangements so that we have the organisational capacity to deliver high quality innovative services'*, there was a feeling that current learning and development provision is too focused on those in management positions.

In reference to Objective 3.1: *'We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce'*, respondents recognised that work has been undertaken to improve the diversity of our workforce, however, many did not feel that this had translated into any noticeable improvement yet.

Objective 3.4: *'We will engage with our people and other stakeholders in an open and honest way, ensuring all have a voice in our Service'* was also referenced. These respondents stated that they felt staff communications was poor, with little evidence of two-way communication. When staff were given the opportunity to provide their views, there was a feeling that this feedback wasn't fully considered.

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

When asked whether we had delivered against Outcome 4, 50% responded that we had. Conversely, 29% said no and 21% stated that they did not know. When considering relevancy, 93% agree that the Outcome remains relevant, with 2% saying it wasn't relevant and a further 5% stating that they did not know.

There were 39 free text comments from respondents who wanted to share their thoughts about Outcome 4. Most of these comments concerned Objective 4.3: *'We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern fire services'*. Respondents shared their views that resource improvements were still required, with reference being made to stations, appliances and our ICT systems.

The next most popular theme was an acknowledgment of our progress against Objective 4.1: *'We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland'*, with positive comments being made to the Service's work to become carbon neutral. These comments were generally provided alongside the recognition that the Service still has considerable work to carry out in this field, but success was dependent on the availability of the budget to finance the required improvements.

When considering Outcome 4, some respondents questioned whether it would ever be fully achievable given the financial landscape in which we operate.

Positives of the Strategic Plan 2019-22

Respondents were asked what they liked about the Strategic Plan 2019-22.

There were 40 responses received to this question. Most of these responses referred to the aims of the Plan. Feedback suggests the aims of the Plan were clear and provided the reader with the

Service's direction of travel for the three-year period. It was acknowledged that the Plan, if delivered, would lead to better outcomes for the people of Scotland. Respondents noted that communication of the Plan was good and allowed staff to understand how their actions could contribute to overall success.

Improvements required to the Strategic Plan 2019-22

Respondents were asked to highlight any improvements they felt could be made to the Strategic Plan. There were 37 responses to this question, all of which were disparate and could not be easily themed.

Some examples of the types of comments received are shown below:

- The Plan should focus more on staff and the resources required to deliver.
- It should be more holistic.
- More flexibility is required.
- More focus should be given to climate change.
- The language used should be less corporate.
- Prevention should be at the core of every Outcome.
- The Plan should be more ambitious.

Each of the 37 comments will be considered throughout the development of the Strategic Plan 2022-25.

3.2 Senior Management and Board Focus Groups

During September/October 2021, a series of ten focus groups were facilitated with our Senior Management Board, Strategic Leadership Team and Board members. The purpose of these events was to ask our strategic managers how they felt we had performed against the four Outcomes contained within the Strategic Plan 2019-22.

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

In general, most groups felt that we had delivered against Objective 1.1: *'We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing'*. There was the feeling that this could be evidenced, particularly through our work during the pandemic e.g. the Make the Call Campaign, online Home Fire Safety Forms, etc. Our work with Community Planning Partnerships across the country was provided as evidence towards our work against this Outcome. There was a consensus that although we have good evidence against delivery, we could have done more as it was recognised that some of our partnership work had been stifled due to the pandemic.

When discussing Objective 1.2: *'We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth'*, there was mixed feeling on whether we had achieved this Outcome. It was felt that there was evidence that we did work towards this Objective through our Fire Safety Audit Programme. This process was amended throughout Covid to ensure it could continue. It was also considered to be more robust following fires at Cameron House and Grenfell. However, there was concern that this evidence did not cover every aspect of the Objective, with many questioning whether this work could be attributed to *'supporting economic growth'*.

There was a strong sense that we had not fully delivered against Objective 1.3: *'We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes'*. Most group discussions stated that we need to carry out more evaluation and analysis to learn more from our activities.

When discussing Objective 1.4: *'We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our service'*, frustrations at the speed of progress was evident but there was also a general consensus that the UFAS Consultation and adoption of the new approach provided evidence that we were working towards full delivery of the Objective (although adoption of the new UFAS approach will be slightly out with the lifecycle of the Strategic Plan 2019-22).

Many felt that this Objective was far too specific for inclusion in the Strategic Plan.

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

There was a consensus from the Groups that there was clear evidence to support our work towards the delivery of three of the four Objectives within this Outcome. The groups felt that the Service Delivery Model programme would assist in the delivery of Objectives 2.1, 2.2 and 2.3.

When discussing Objective 2.1: *'We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time'*, groups were confident that the Community Risk Index Model (CRIM) and new Wildfire Strategy contributed well towards delivery.

Discussions surrounding Objective 2.2: *'We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology'* were positive. The groups felt that an incredible amount of work has been undertaken to allow crews to be more flexible, and towards modernisation of equipment. Reference was made to: Rapid Response Units; increased flood protection; introduction of new boats; defibrillators; thermal imaging; Ultra High-Pressure Lances; and station standardisation, including updated appliances and kit laundering. Throughout discussions our use of technology to aid service delivery during the pandemic was also praised amongst the groups, with reference being made to: the swift allocation of computer hardware to allow support staff to work from home; the move to the cloud system with Finance that allowed staff salary payments to be made one-week into the first lock down; online Home Fire Safety Questionnaires; and remote Fire Safety Auditing Procedures.

Discussions surrounding Objective 2.3: *'We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies'*, were equally as positive. Groups felt that our activities during the pandemic, particularly work through Local and National Resilience Groups, highlighted solid evidence towards this Objective e.g. Community Covid-19 Antigen Testing Programmes; driving Ambulances; delivering prescriptions to local communities; and supporting food banks. There was suggestion that we could have done even more during this time but some external partners/groups were unwilling or unable to accept assistance.

Objective 2.4: *'We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements'*, received a less positive response, with the Groups agreeing that we would be unable to fully realise this Objective by the end of the Strategic Plan 2019-22 term. It was widely accepted that this Objective referred to the Command and Control Futures Project that aims to deliver a single Command and Control Management System. Participants discussed the complexities involved in this project and the many external inter-

dependencies that existed, none of which could be controlled by the Service. Third party delays, many due to the pandemic, have had a negative impact upon this project's timeline. Groups felt that this objective was far too specific for inclusion in the plan, particularly given the complexity and reliance on third party involvement which increases the probability of project delays that are out with our control.

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

There were very mixed feelings from the Groups about this Outcome. Most agreed that the Outcome itself felt very current and there was an acceptance that there was still more to do, but opinion about our delivery towards Objective 3.1 and 3.2 varied widely.

When considering Objective 3.1: *'We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce'*, some Groups referred to the Learning and Development Framework and Leadership Development Programmes as evidence towards delivery of the Objective. Conversely, many groups queried whether our approach to this Objective was too top-down focussed, with many disappointed in the level of support available from the fire-ground.

Discussions surrounding the diversity of our workforce took place. There was understanding that work was ongoing to increase the diversity of our workforce, but most felt that this work has not yet delivered change. Examples of our work in this field included: The Positive Action Strategy and associated campaigns; inclusion in the Stonewall Index; our Equality Champions; Employee Equality Networks, and our Graduate Programmes.

More generally, there was a feeling that there was too much within this one Objective and that Diversity should have been considered as a priority in its own right.

Similarly, Groups felt that Objective 3.2: *'We will embed inclusive learning and development arrangements so that we have the organisational capacity to deliver high quality innovative services'* wasn't focused enough. Participants queried the use of the term 'innovative' in this objective. Some also questioned what was meant by the term "inclusive learning and development arrangements".

There was a general feeling that we had delivered inclusive learning and development arrangements for uniformed staff and that this could be evidenced through: The Training & Employee Development Review and resulting Continual Improvement Action Plan; the provision of decentralised training; and the move to digital training, where applicable, through the pandemic. Participants did not feel, however, that this same level of training provision was provided to support staff members of the Service.

Most groups felt that there was strong evidence to show delivery towards Objective 3.3: *'We will care for our people through progressive health, safety and wellbeing arrangements'*. Discussions took place about: the improvements in our Health and Safety Plans (with the recognition that more improvement could take place); our Mental Health Strategy; and the mental health resources that have been available throughout the pandemic, including the formation of the Covid Wellbeing Group which has since been embedded as the Mental Health and Wellbeing Group to look at broader issues such as workstreams for topics such as cancer, menopause and suicide prevention.

Discussions about Objective 3.4: *'We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service'* were more divisive with some groups positive about progress and others less so. When discussing staff engagement, some groups expressed their view that there was strong evidence that the Service does this well e.g. Staff Survey, UFAS Consultation, Long Term Vision Consultation Programme, and Strategic Plan 2019-22 Review

Questionnaire. Alternatively, other groups disagreed and questioned whether uniformed staff within the Fire Brigades Union felt that they did have a voice within the Service. There was also discussion from groups as to when the next Staff Survey would take place, allowing staff the platform to share their views.

In general, comments about stakeholder and public engagement were less positive. There is a feeling that although this is happening across the Service, we could do better to record, share and act upon the feedback we are receiving.

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

In general, most groups agreed that there was sufficient evidence to support delivery of this Outcome. However, there were discussions in most of the groups where participants questioned its structure, stating that 'it felt like a catch all' and was simply 'business as usual'. Some queried its inclusion within a Strategic Plan at all. Many also asked how we could measure our public value going forward.

Discussions were generally positive about Objective 4.1: *'We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.'* These discussions focused on sustainable development and the many ways we contribute to the environmental benefits to the communities of Scotland through our Carbon Management Plan and associated initiatives. Similarly, there was recognition that we contribute to sustainable development through social and economic factors e.g. community based Prevention & Protection initiatives (social), Corporate Parenting Strategy (social), Procurement Strategy (economic), and the value added through the Fire Safety Audit Programme (economic).

It was felt that there was ample evidence to show our commitment to Objective 4.2: *'We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities'*. Groups reflected that we had strong governance procedures that help ensure business compliance remains a priority within the Service. Furthermore, several examples of evidence were discussed by the groups including: The Annual Report and Accounts; Annual Procurement Report; Audit and Inspection Reporting Process; Equality Outcomes Report; Gender Pay Gap Report; and no record of any compliance issues with our Legal Services Department.

Feelings were more mixed about Objective 4.3: *'We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.'* Some groups were clear that significant investment had been made here, despite the challenges that the pandemic brought. Examples discussed included: Wide Area Network improvements, Electric Vehicles; solar panels; Rapid Response Units; increased flood protection; introduction of new boats; defibrillators; thermal imaging; Ultra High-Pressure Lances; and station standardisation. The groups that were not as positive about this outcome referred to the Capital backlog and the constraints we face operating within our financial envelope.

Most groups recognised the work undertaken to deliver Objective 4.4: *'We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally'* but added that this did not happen quickly enough and that there is still room for improvement. Groups discussed the recent changes to performance reporting formats and acknowledged the work being undertaken to provide further improvements. There was a clear feeling from the Groups that we should increase our use of benchmarking, particularly about equality outcomes.

General feedback

As well as discussing whether we had achieved the Outcomes and Objectives within the Strategic Plan, participants were asked for their general feelings about it. The following themes from these discussions are shown below:

- **Links to the Fire Framework for Scotland 2016** – many of the groups struggled to understand the link between our Outcomes and Objectives and the Fire Framework for Scotland 2016 Priorities. Given that the purpose of the Strategic Plan is to deliver the Fire Framework Priorities many requested to see stronger links. Some participants even queried why the plan did not directly mirror the Fire Framework priorities.
- **Language** – feedback suggests that the language of the Plan has not aged well. It was felt that there is too much corporate language/jargon resulting in a plan that is not easily understandable by the ‘lay person’.
- **Wide-ranging outcomes** – participants felt that some of the Outcomes/Objectives were too long and trying to achieve too much. For example, in Objective 3.1: *‘We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce,’* some participants questioned the inclusion of diversity within the Objective. Many felt that ‘leadership and capacity’ and ‘diversity’ should have been two separate Objectives. It was felt that throughout the document, several subjects had been ‘shoe-horned’ into single Objectives.
- **Flexibility** – participants felt that some of the Outcomes and Objectives were unachievable from the beginning and, as such, felt we were being too ambitious. These participants felt that we were often too prescriptive and this meant we did not have the ability to be as flexible when faced with changing operating landscapes or risks.
- **Format** – many participants felt that the plan was too long and required more visual elements to engage the reader. The format of the document also led Directorates/Departments to assume full responsibility for particular Outcomes. It was agreed that this was never the intention of the Strategic Plan and although some Outcomes/Objectives may naturally fit within Directorates, it should be made clear that all have a responsibility to deliver against each Outcome/Objective where possible.

4. CONCLUSION

This review concludes the Service has delivered a sustained programme of change which has been aligned to and supports the intentions set within the Strategic Plan 2019-22. The vast array of activities which have been completed or are still in progress, as evidenced at **Appendix 1**, provides strong evidence of our commitment to carrying out work that supports the Outcomes and Objectives of the Plan.

The activities that we have reviewed were carried out during 2019/20 and 2020/21. This was a challenging time. We have faced competing risks – the Covid-19 pandemic, the risks of climate change, and inequality. Although, we were quickly able to establish new ways of working that allowed us to continue to deliver our services to the people of Scotland, we accept that our planned activities were impacted. We wanted to do more.

This feeling of dissatisfaction is most obvious from the Strategic Plan Staff and Stakeholder questionnaire results. Despite substantial evidence of work being undertaken against the Plan, the survey results, which were predominately completed by staff, do not mirror this.

When asked whether we have delivered against our Outcomes, results from the survey indicated that 58% said yes for Outcome 1, 37% for Outcome 2, 51% for Outcome 3, and 93% for Outcome 4. These figures are relatively low and could indicate that we are not communicating well enough with staff who are unaware of the many initiatives that have been undertaken to date. It is recommended that this is investigated further during the series of staff engagement sessions that are planned to take place during February and March 2022.

The feedback from our managers and board members was more positive, with a consensus that we are working towards most of the Outcomes and Objectives. That is not to say that we will fully deliver against them, but that we can evidence work to date, and there was a strong desire to deliver even more.

When considering the development of the next Strategic Plan 2022-25, feedback from stakeholders has suggested that the following points should be considered:

- The broad direction on the Outcomes remain relevant.
- There needs to be clearer alignment of the Strategic Plan, Long Term Vision, and Fire and Rescue Framework Priorities.
- We should clearly define our audience of the Plan to ensure suitable language is used.
- We should balance our ambition with funding.
- We should be realistic in what we can deliver.
- We should future proof the language – should be sharper, clearer and more ambitious.
- We should be more holistic.
- We should address Climate Change.
- Measures of success should be considered.

The review provides a clear message that there is now a requirement to refresh the strategic focus, language and style of the new Strategic Plan for 2022-25.

5. RECOMMENDATIONS

Although it is too early to clearly outline the direction of the next Strategic Plan 2022-25 within this report, it is recommended that work to develop the Plan continues and that the information within this review is used to shape its development.

A succinct, clear and honest document is required that articulates how the Service plans to deliver the seven Priorities of the Fire Framework for Scotland, in line with the ambitions of our Long-Term Vision.

Strategic Plan 2019-22: Key Achievements against Outcomes/Objectives during 2019-20 and 2020-21

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| STRATEGIC OUTCOME 1: PREVENTION: | |
| Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth. | |
| OBJECTIVE 1.1: We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing. | <p>Key achievements:</p> <ul style="list-style-type: none"> • Implemented the initial recommendations emanating for the Scottish Government Ministerial Group set up following the Grenfell Tower fire. This has included: work to support the release of the Fire Safety in Specialised Housing Guidance; supporting the launch of the Guidance on Fire Safety in Purpose-built Blocks of Flats; and delivery of a campaign focused on the safe use of White Goods in the home to reduce fire related incidents that start with white goods in the home. • Developed a digital Home Fire Safety Visit (HFSV) checklist that could be used when the HFSV programme was temporarily suspended to anyone other than very high-risk individuals during Covid-19. • Introduced an online Fire Safety in the Home Self-Assessment that could be used when the HFSV programme was temporarily suspended to anyone other than very high-risk individuals during Covid-19. • Signed a Memorandum of Understanding (MOU) with the Chief Executive of the Care Inspectorate to enhance the partnership between both organisations and continue to maintain the highest standards of safety within premises for care services. • Worked with industry experts to deliver our ‘Staycation’ campaign on television, radio and social media. The campaign provided safety advice to people holidaying in Scotland in Summer 2021. A review of the initiative indicated that 73% of respondents agreed the campaign would influence their behaviour. |
| OBJECTIVE 1.2: We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland’s built environment and supporting economic growth. | <p>Key achievements:</p> <ul style="list-style-type: none"> • Prepared for the changes to the Housing (Scotland) Act 1987 which will reflect a new standard of fire detection required in homes. This Act will come into effect in February 2022. This included supporting Scottish Government by helping design their marketing and awareness campaign to ensure that the Scottish public are aware of the new legislation and the action they require to take. • Carried out a full review of our Enforcement Framework. This allows the SFRS to ensure that the process for assessing risk ratings of relevant premises is consistent and directs future audit activity based on that assessment of risk. • Recognised significant challenges presented by the pandemic in terms of our risk based inspection program incorporated within our Fire Safety Enforcement Policy Framework, and established a working group to consider the introduction of virtual and/or telephone audits. |

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| | <ul style="list-style-type: none"> • Launched a Remote Auditing Procedure pilot process, incorporating best practice and lessons learned. This allowed continued engagement with dutyholders to manage fire risks, and support the prioritisation of any risk critical premises that would require further enforcement intervention. |
| <p>OBJECTIVE 1.3: We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Reacted to the change in risk profile during Covid-19 by running targeted community safety messaging, focusing on five key areas: cooking; smoking; smoke and heat alarms; electrical safety; and establishing a night time routine. • Refocused our community safety messaging as new trends emerged. In Autumn 2020, we launched our Make the Call Campaign in response to an increase in fire fatalities and serious accidental dwellings fires. Our messaging was adapted to target people over 50 who: smoked and who either lived alone; had mobility issues; or used medical oxygen. • Reviewed our Fire Investigation structure to ensure most effective and efficient model is in place. • Launched a planning and evaluation process to evaluate our community safety engagement work. This will provide us with a platform to share best practice across the organisation. |
| <p>OBJECTIVE 1.4: We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our service.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Established an Unwanted Fire Alarm Signal (UFAS) Review Working Group who will look to reduce UFAS numbers by mainstreaming good practice UFAS initiatives across the country; and consolidating the Service’s overall approach to managing UFAS. UFAS is an event which requires an operational attendance by the fire and rescue service due to the unwanted actuation of a fire system. However, unlike other attendances, a UFAS incident does not require any firefighting action. • Continued to look at reducing Unwanted Fire Alarm Signals¹ by mainstreaming good practice UFAS initiatives across the country; and consolidating the Service’s overall approach to managing UFAS. This included the creation of three potential future responses which formed the basis of a public consultation exercise carried out in July 2021. • In response to feedback received during the consultation process, the implementation date of the preferred new response model was put back from April 2022 to April 2023. |

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| STRATEGIC OUTCOME 2: RESPONSE | |
| Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland. | |
| OBJECTIVE 2.1: We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time. | <p>Key achievements:</p> <ul style="list-style-type: none"> Delivered a single Operational Intelligence system across Scotland. Operational Intelligence provides our staff with operational risk information that is gathered pre-incident and made available at the point of need. The information held will include details of the premises layout and construction, the life risk and any hazardous materials stored within. Supporting images and plans may also be included. Continued to develop our Service Delivery Programme which aims to undertake short, medium and long-term scenario planning, which informs an analysis of risk across Scotland’s communities. Began development of a new SFRS Operations Strategy, working alongside our partners, to develop an appropriate response to incidents. The Strategy commits to improve community resilience through collaboration with our partners in the public sector. This commitment to joint working is a key aspect within the six Concepts of Operations that form it, including Wildfire. Took a bold new approach to supporting our Retained and Volunteer Duty System (RVDS) Firefighters, with a focus on recruitment, retention and improving working practices. We have employed 54 full time RVDS Watch Command Support Officers employed from amongst our existing RVDS workforce and strategically and equitably located across the country. The success of the project has created increased ability to support and maintain RVDS appliance availability, as well as providing other real tangible benefits such as increased community engagement, training support and gathering of operational intelligence across all three Service Delivery Areas. |
| OBJECTIVE 2.2: We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology. | <p>Key achievements:</p> <ul style="list-style-type: none"> Published a Wildfire Strategy that focuses on the need to prevent these fires happening and, ensuring that when they do, the response is as efficient and effective as possible. Continued to work alongside our emergency service partners through the Reform Collaboration Group. The group comprises of the Chairs and Chief Officers of all three emergency services to progress nine areas of collaborative working. Established several support structures to operate effectively throughout the Covid-19 pandemic. These structures allowed us to maintain service delivery and support our partners to continue protecting the people of Scotland, whilst safeguarding the health, safety and well-being of our staff. Expanded our Fire Investigation Section (FI) by welcoming a Fire Investigation Dog Team. This new resource supports our FI teams and improves our capabilities and performance. A specially trained canine called Phoenix and his handler |

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| | <p>are now nationally available to support FI teams at fire scenes where it is suspected that ignitable liquids may have been used as an accelerant.</p> <ul style="list-style-type: none"> • Worked closely with emergency service partners to introduce the Home Office’s dedicated Emergency Services InterControl Talkgroup (ESICTL) which has been designed to improve the flow of communication at any major or critical incident. • Work has begun to review and update our operational documents which provide risk critical information and operational procedures to our staff on the frontline. The updated converted documents will be made available on tablets and mobile phones to enhance accessibility and improve firefighter safety at incidents. |
| <p>OBJECTIVE 2.3: We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Our Community Resilience Assistance Group (CRAG) received numerous requests for assistance from Local Authorities, Multi-Agency partners, Community Councils, Third Sector and Community Groups - with our staff going above and beyond to help their communities in times of need. • Undertook comprehensive preparation with regional and national Government, stakeholders and partners to plan for the EU exit, recognising the significance, scale, complexity and potential impacts an EU exit will have on the SFRS. As well as the resilience planning that has taken place, we also worked to ensure that our staff are kept up-to-date on any changes and to support those directly affected. The Service works alongside Local and Regional Resilience Partnerships (LRP/RRP) to produce robust Risk Preparedness Assessments (RPA). • Carried out significant planning in support of the safety and security of the UN Climate Change Conference (COP26) to meet the statutory requirement, as detailed within the Civil Contingencies Act (2004), to plan for, respond to and recover from such a national event. These conferences allow for multi-lateral discussion of climate change matters and rotate annually around the five United Nations (UN) regional groups. In November 2021 the Scottish Event Campus in Glasgow hosted this year’s event and SFRS was a key partner in preparing for and attending the event. The Service will now carry out a full debrief exercise and complete a Lesson Learned Report to ensure we can learn from the experience. |
| <p>OBJECTIVE 2.4: We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Continued to progress the Implementation of our new Command and Control Mobilising System that will enable integration of all three of our Operations Control Centres. The system will deploy bespoke technology that will significantly enhance both community and firefighter safety. • We continue to plan and prepare for the introduction of the new Emergency Services Network (ESN) communications system. |

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| | <ul style="list-style-type: none"> Continued our involvement in the Emergency Services Mobile Communications Programme (ESMCP) as one of the Scottish Services reporting to the Scottish Government as Sponsor. A root and branch review of the ESMCP was undertaken it is anticipated that the transition to the Emergency Services Network from Airwave will take place in the summer of 2024, with the decommission of Airwave planned for the end of 2026. The ESMCP was established by the Home Office to manage the replacement of the current Airwave Tetra Communications network currently used by the UK’s emergency services. |
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STRATEGIC OUTCOME 3: PEOPLE

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

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| <p>OBJECTIVE 3.1: We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> Published a revised set of Equality Outcomes, along with the biennial Mainstreaming Report which will be published annually from April 2021. Published our ‘We are Positive About Disability - Guide to Reasonable Adjustments and Supporting Staff with a Disability’ to meet both legal and moral obligations. This guidance will support and embed a culture that is positive about disability, where stereotypical thinking is challenged. It is currently being enhanced to provide detailed supportive tools for colleagues delivering services in the learning environment. We published our second Corporate Parenting Plan in January 2020. Where safe to do so, we have adapted our approach to meet our actions, or a variation of them, within our Corporate Parenting Plan to ensure we could continue this important work throughout the Covid-19 pandemic. Colleagues remain enthusiastic and committed Corporate Parents with participation in our own Corporate Parenting Working Group and on local authority Champions Boards. Most recently we supported a session on ‘The Promise’ to explore how we can enhance our support for care experienced children and young people. Continued to work towards enhancing our Total Reward Framework to support employee engagement, attraction and retention. As part of this, a one-off Covid-19 Employee Recognition Process, based on the principles of the SFRS Recognition Scheme, was successfully concluded in March 2021. This initiative recognised the efforts of our staff who have gone above and beyond in displaying outstanding behaviours and contributions to both the Service and their communities during this unprecedented time. Published our three-year Positive Action Strategy which will direct appropriate activities and engagement related to improving attraction of candidates from underrepresented groups to the SFRS and understanding and addressing the potential barriers which may prevent such groups from considering a career with us. Appointed a dedicated Vocational and Apprenticeship Coordinator to further enhance SFRS apprenticeship programmes. |
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| | <ul style="list-style-type: none"> • Implemented a pilot in support of the Career Ready Scheme, which involved one to one mentoring support and a four-week paid work experience placement for S5/6 high school students, as part of the SFRS Youth Employment Strategy. • Gained accreditation as an ‘Engaged’ employer with the Carer Positive scheme. • Published our SFRS Corporate Parenting Plan 2020- 2023 which sets out our commitment to tackle the inequalities that care experienced individuals face. We believe that it is not only a responsibility but an opportunity to have a positive impact and improve the life chances for care experienced people and support them in reaching their full potential. • Established equality related Employee Networks. These Networks are an avenue for people who may have similar life experiences, share a protected characteristic, or have an interest in the protected characteristic, to meet online. A LGBT Network, a Women’s Network and a Neurodiversity Network are currently operating, with plans to introduce a Carers Network in 2021/22. • Launched our Youth Volunteer Scheme – this scheme is centred around creating opportunities to improve life chances and empower young people. • Acted in advance of the move to end period poverty in the UK by providing access to free sanitary provisions on our fire appliance and occupied buildings. • Concluded the delivery phase of the Leading-Edge Senior Leadership Team Development Programme, informing the development of strategic goals and objectives. • Focused on the imbedding of the leadership style across Executive, Strategic and Middle Management teams through the Leadership for Change Programme. • Leadership toolkits and ‘drop-in’ sessions developed and delivered in response to Covid-19 and in support of the launch of the Agile Working Framework. • Progressed engagement on the proposed Leadership Development Centres (LDCs) for future supervisory managers. Psychometrics to inform LDCs, talent management / development and succession planning activity have been procured and will be pivotal in the onward development of our future leaders. • Reviewed and revised the Learning Needs Analysis (LNA) process to include the implementation of ‘learning partner’ arrangements and alignment to the business planning cycle. From 2022/23 this aims to enable a move to demand-led and zero-based budgeting for leadership, learning and development needs across the Service. |
| <p>OBJECTIVE 3.2: We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Delivered a state of the art training facility at Newbridge Edinburgh. • Continued the well-established partnership work with the Collective Learning Partnership and Scottish Union Learning Fund (Lifelong Learning Programme) which continues to support our staff to access personal development courses that range from Mental Health Awareness, Modern Languages, and British Sign Language to Microsoft Office 365. |

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| | <ul style="list-style-type: none"> • Continued our Succession Planning activity with the approval of the Leadership Development Centre Policy forming the basis of our approach to Talent Management. This will complement the existing leadership and technical development processes, taking cognisance of the leadership behaviours and competency framework to ensure consistency across the organisation. • Implementation of a refreshed development psychometric framework and built internal capacity to implement these in support of the SFRS Succession Planning Framework, Leadership Development Centres and Leadership Development Programmes. • Implementation of a new learning platform to enable an agile and self-learning culture. • Moved to ensure that vital training of our staff has been able to continue during the pandemic by producing guidance for our operational crews to facilitate local on-station training and maintain competence in their key core skills during Covid-19 restrictions. • Created on-line operational training materials to enable 12 core skills modules to be accessed remotely via our Learning Content Management System (LCMS), enabling staff to complete technical knowledge training without physically attending their stations. A new App was also introduced allowing access to LCMS via mobile phone. This reduced the time and frequency that staff had to be at their stations by limiting their attendance solely for practical skills application sessions. • To ensure the continuation of appropriate training for our operational staff, work to progress the recommendations within the Training Continuous Improvement Plan continues. • A review of the SFRS Training for Operational Competence Framework has been undertaken and proposed improvements were consulted upon. It is anticipated that the Framework will be launched in April 2022. |
| <p>OBJECTIVE 3.3: We will care for our people through progressive health, safety and wellbeing arrangements.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Developed and strengthened our Operational Assurance (OA) processes through the introduction of national guidance and a new electronic system to manage this information. OA is a vital component in the analysis of pre-incident preparedness, during-incident performance and post-incident debrief information, with a primary aim to improve performance and ensure the safety of our firefighters. It is vital that we review our activity at incidents and allow our colleagues across the SFRS and other UK fire and rescue services to benefit from the lessons learned. • Published our Mental Health Strategy and accompanying suite of resources. We continue to develop our Mental Health Action Plan to ensure that mental health and wellbeing is mainstreamed throughout the Service. • We have repositioned our Mental Health Group to include wider wellbeing matters and Thematic sub-groups have been created to focus on areas such as: reviewing policies and practices that impact wellbeing; developing and implementing a Wellbeing Champion model; and considering further training and development for our staff to help them manage their own wellbeing, and to support their colleagues |

- Appointed the Rivers Centre for Traumatic Stress as the provider of trauma services to SFRS. The service is predominantly in place to support those who may be exposed to potentially traumatising events through the course of their role. The support includes assessment and treatment utilising the most up to date and evidence-based trauma focused therapies.
- Developed a range of proactive initiatives and resources to improve health and fitness outcomes and reduce musculoskeletal injury risk. This includes the establishment of group exercise classes across several SFRS locations and the creation of a suite of healthy lifestyle resources on key themes such as healthy eating/nutrition, healthy working routines, sleep, smoking, alcohol and fitness training.
- The Fireground Fitness Standards Research Project continues, with the contract being awarded in March 2021. This project has been commissioned to develop an alternative method of assessment and associated performance standard, that closely aligns with the physical demands of the role, whilst being practicable for the Service to implement.
- A review of how we deliver physiotherapy and rehabilitation services has commenced with improvements made focussed on prevention, earlier intervention and signposting of support. We are now carrying out research and benchmarking and considering alternative options that will inform future models of the delivery of rehabilitation support.
- Our focus equally remains on the longer-term impact on staff on how the nature of our work may impact them. The research completed by the University of Central Lancashire on behalf of the Fire Brigades Union has resulted in a detailed action plan being implemented. As part of this we have produced and promoted a range of health awareness materials and campaigns. We continue to strengthen our relationships with new and existing charitable organisations to identify opportunities to strengthen our support for employees with degenerative and terminal conditions.
- Developed and implemented a suite of risk control documents to support the safe occupation of SFRS workplaces.
- Launched our bespoke Health and Safety Management Information System (HSMIS). The HSMIS supports us in monitoring, measuring and implementing our health and safety arrangements in accordance with all statutory duties placed upon the Service and will strengthen our Health and Safety arrangements by allowing us to interrogate our safety performance locally as and when required.
- Published yearly SFRS Health and Safety Improvement Plan which is translated into bespoke local improvement plans which address the risk profile of the Directorate and Service Delivery Areas.
- Supported our colleagues who were required to work from home during the pandemic. Since the end of March 2020, around 600 laptops have been allocated, as well as additional equipment such as screens and docking stations. A Display Screen Equipment (DSE) assessment has been developed and staff regularly working from home have undertaken the review to reduce the chance of work-related injuries or ill-health associated with extensive use of DSE and workstations.
- Developed guidance to manage physical and mental health while working from home. A Covid-19 homeworking checklist was made available, designed to assist in reviewing home environments and take all reasonable measures to

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| | <p>maintain good posture, health and wellbeing while working on computers - as well as a few simple ideas to assist remote working with kids around.</p> <ul style="list-style-type: none"> • Launched a staff Wellbeing Survey in January 2021 to evaluate the effectiveness of the work of the Wellbeing Group during the pandemic. The results will further inform the Mental Health and Wellbeing Action Plan. • Developed our Agile Working framework, building on the different ways of working which have been achieved during the pandemic to ensure that we continue to be a flexible, innovative and agile employer for the future. Our agile working framework is aimed at providing our employees with the tools, information and resources to find the most productive way to do their job and optimise their performance, whilst being able to look after their wellbeing, balance family and personal needs and improve their employee experience. |
| <p>OBJECTIVE 3.4: We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Implemented the standardised Uniformed terms and conditions - all SFRS uniformed employees of the eight antecedent Fire and Rescue Services (FRS) were transferred into the single service on their existing terms and conditions of employment. After negotiations with Representative bodies, all unformed staff now work to a single set of terms and conditions. • Reached agreement on a pay settlement with the Support Staff representative bodies for a two-year period from 2019 until 2021. A UK wide pay settlement was also agreed for uniformed staff by the National Joint Council in September 2019, effective from July 2019. • Reached agreement on a pay settlement with the Support Staff representative bodies for a one-year period from April 2022. • Carried out a review of internal communications. Work continue to deliver the associated Action Plan. • Carried out extensive staff communications during the broadening the role pay deal negotiations. • Carried out extensive consultation with staff to develop a long-term vision for the Service that will clearly articulate our purpose and provide a guide for staff on where we are going and, critically, why we think we need to go there. It will establish the breadth of our ambitions and the timescale over which we expect to realise them. • Engaged with staff, stakeholders and partners throughout various consultation exercises e.g. Unwanted Fire Alarm Signals, Digital Strategy, Review of the Strategic Plan 2019-22, People, Training, Finance and Assets Programme Survey and Gaelic Action Plan. |

| STRATEGIC OUTCOME 4: PUBLIC VALUE | |
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| We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland. | |
| OBJECTIVE 4.1: We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland. | <p>Key achievements:</p> <ul style="list-style-type: none"> • Were subject to an assessment through the Procurement and Commercial Improvement Programme (PCIP) by Scottish Government. The assessment indicated a significant improvement on our PCIP score from 49% to 81%. SFRS performance is now comparable with our peers within the Scottish Government family. • Updated our Fleet System, Tranman. The system cuts down on the need for time consuming paperwork and helps us keep track of our fleet through improved information management and data capture. This interface allows costing and budgetary information to be transferred seamlessly to and from our finance system, whilst protecting data, to cover all fleet assets across the country. Keeping track of fuel and costs will allow us to look at ways to help reduce our carbon footprint as the Service works hard to become more sustainable in the long-term. • Published our SFRS Climate Change Response Plan 2045 in line with the recent climate change emergency declaration. This Plan sets out in broad terms how we plan to become a sustainable fire and rescue service, delivering environmental benefits for the communities of Scotland. Namely, by supporting them to tackle climate change and by tackling our own carbon emissions. • Published our Carbon Management Plan (CMP) 2020 - 2025, which sets out in detail how we will approach carbon reduction over the next five years, as we work towards the Scottish Government's ambitious target of net zero by 2045. • Published our Procurement Strategy 2021-24 in March 2021. This outward focused strategy has been developed to respond to the wider challenges Scotland faces, whilst working to deliver the aspirations of the Scottish Government. • Published our Annual Procurement Report, covering the period 1 April 2019 to 31 March 2020 in August 2020. The report meets our requirement under the Procurement Reform (Scotland) Act 2014 but importantly highlights the significant procurement activity undertaken by us in awarding 63 regulated contracts totalling more than £48.5M. |
| OBJECTIVE 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities. | <p>Key achievements:</p> <ul style="list-style-type: none"> • Updated our complaints handling procedure to begin making steps against adoption of the new Scottish Public Services Ombudsman Model Framework. The Framework provides a more comprehensive way of dealing with complaints and monitoring performance • Published Annual Report & Accounts (2019/20 & 2020/21) • Published Annual Governance Review (2019/20 & 2020/21) • Published Annual Procurement Reports (2019/20 & 2020/21) |

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| <p>OBJECTIVE 4.3: We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Moved our financial systems onto cloud technology in line with our Digital Strategy. In addition to adding to a modern look and feel for end users this move enables access to our systems from any location. This proved very timely as we moved our teams seamlessly to homeworking to maintain critical finance and procurement services during the Covid-19 pandemic. • Became a Cyber Catalyst within the Scottish Government’s Cyber Security Action Plan. The Service recently achieved accreditation to the Cyber Essentials standard as required by the Public-Sector Action Plan. Launched our new security and awareness campaign in September 2020. With Covid-19 affecting the way in which our staff carry out our roles, having a strong understanding of the cyber risks to the organisation has never been more important. 87% of staff carried out the training by January 2021 and further communication is ongoing to encourage all staff to complete the online package. • Introduced a new system allowing users to reset passwords remotely without the need to contact ICT Helpdesk. This system helps to ensure that we continue to operate as effectively and safely as possible and minimise the risk from cyber threats. • Introduced Microsoft Teams to assist and improve collaboration. • Provided a full refresh of cyber security awareness training to staff, including testing of their understanding through assessment • Began work to further develop our financial and people reporting practices by commencing a programme of work which contains several projects to deliver a fully integrated digital solution that meets our needs for our People, Training, Finance and Assets Systems (PTFAS). |
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| <p>OBJECTIVE 4.4: We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.</p> | <p>Key achievements:</p> <ul style="list-style-type: none"> • Appointed an internal audit service provision, commencing April 2020, to provide independent, objective assurance and advisory services designed to add value and improve SFRS operations. • Carried out a statutory review of our Local Fire and Rescue Plans to ensure they are fit for purpose and balance national priorities with local need. • Carried out a series of workshops for each Committee of the Board, providing an opportunity to focus on key areas of work and a review of that Committee’s Terms of Reference as part of the Annual Governance Review process. • Followed national guidance throughout the Covid-19 pandemic to ensure that the SFRS Board could conduct their business. • Reviewed and published our a revised Performance Management Framework for 2020-21. This Framework outlines how we will manage our performance so that we achieve the outcomes and objectives set within the Strategic Plan. It also contains a revised set of corporate performance indicators. • Been subject to an internal audit of Corporate Governance arrangements. The audit has provided us with further independent assurance that we have generally effective corporate governance arrangements and an effective reporting framework between the Committees and the Board. • Published our Business Intelligence Strategy. The Strategy sets out a vision for our approach to improving BI and data management to bring about improvements in analysis and insights across the Service. The Strategy will help us realise our ambition to become an exemplar of BI for Fire and Rescue Services by 2025. |
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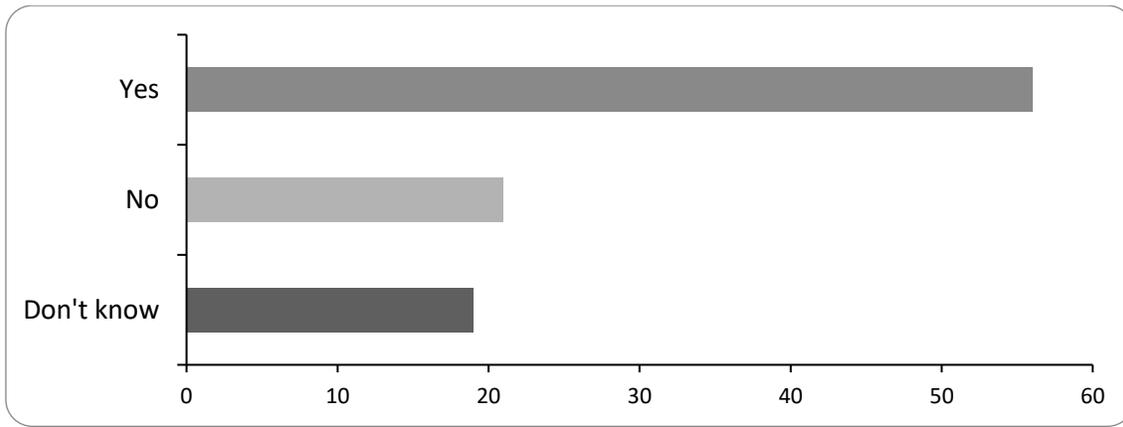
Strategic Plan 2019-22: Your Views
Staff/Stakeholder questionnaire results

The activity ran from 28/10/2021 to 25/11/2021

Responses to this survey: **96**

1: From your knowledge or involvement with SFRS, do you think we have delivered against Outcome 1 and its Objectives since the Plan was launched in October 2019?

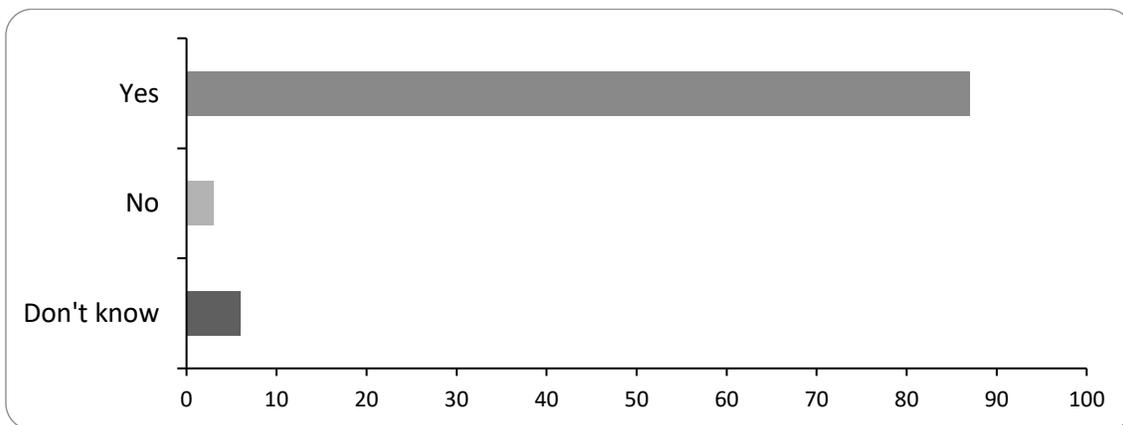
There were 96 responses to this part of the question.



| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 56 | 58.33% |
| No | 21 | 21.88% |
| Don't know | 19 | 19.79% |
| Not Answered | 0 | 0.00% |

2: Do you think Outcome 1 and its Objectives remain relevant?

There were 96 responses to this part of the question.



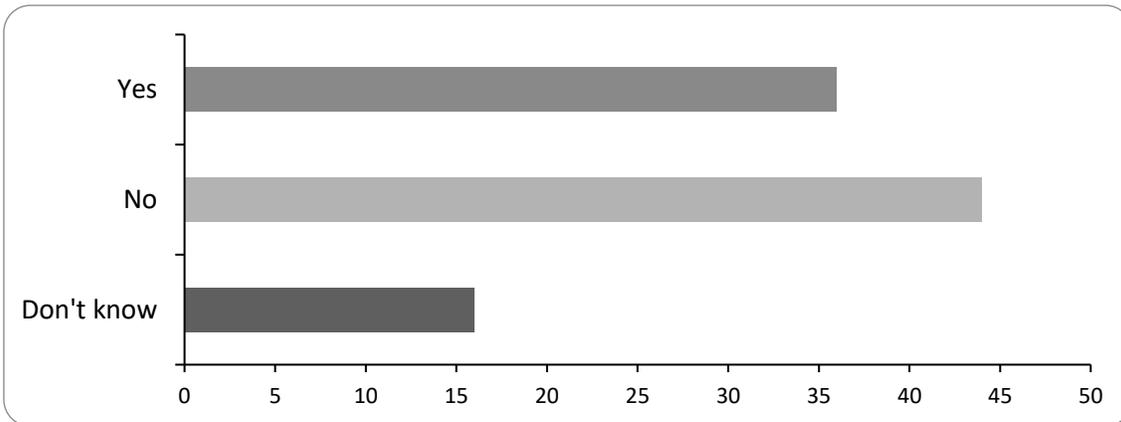
| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 87 | 90.62% |
| No | 3 | 3.12% |
| Don't know | 6 | 6.25% |
| Not Answered | 0 | 0.00% |

3: Please use the space below to tell us anything else you would like to share about Outcome 1 and its Objectives:

There were 38 responses to this part of the question.

4: From your knowledge or involvement with SFRS, do you think we have delivered against Outcome 2 and its Objectives since the Plan was launched in October 2019?

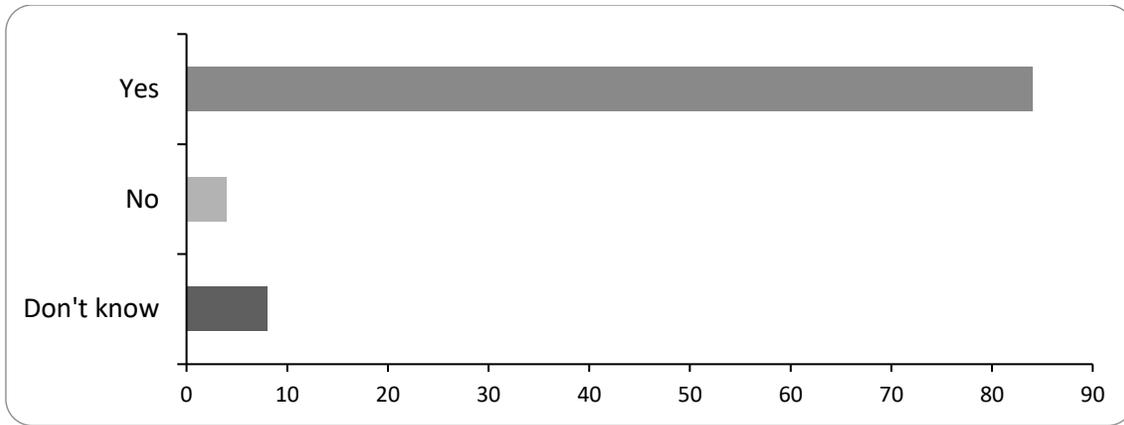
There were 96 responses to this part of the question.



| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 36 | 37.50% |
| No | 44 | 45.83% |
| Don't know | 16 | 16.67% |
| Not Answered | 0 | 0.00% |

5: Do you think Outcome 2 and its Objectives remain relevant?

There were 96 responses to this part of the question.



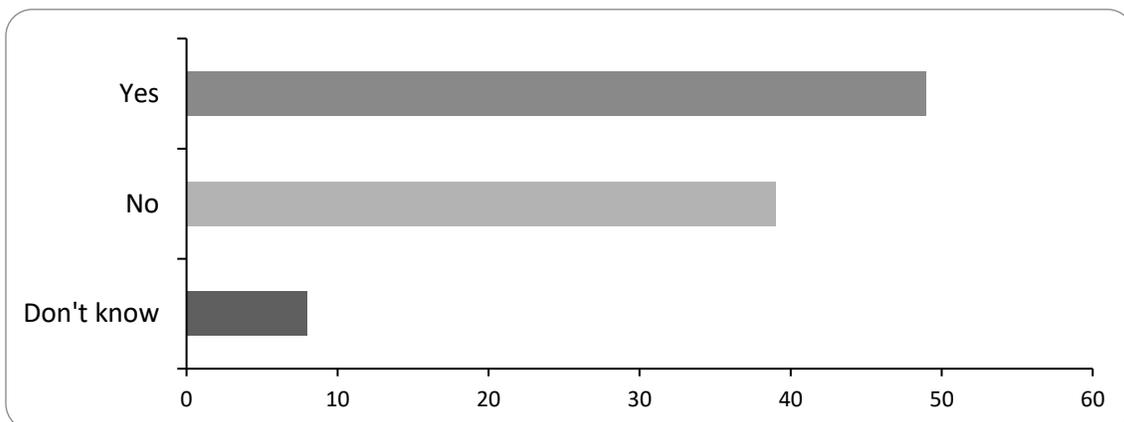
| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 84 | 87.50% |
| No | 4 | 4.17% |
| Don't know | 8 | 8.33% |
| Not Answered | 0 | 0.00% |

6: Please use the space below to tell us anything else you would like to share about Outcome 2 and its Objectives:

There were 51 responses to this part of the question.

7: From your knowledge or involvement with SFRS, do you think we have delivered against Outcome 3 and its Objectives since the Plan was launched in October 2019?

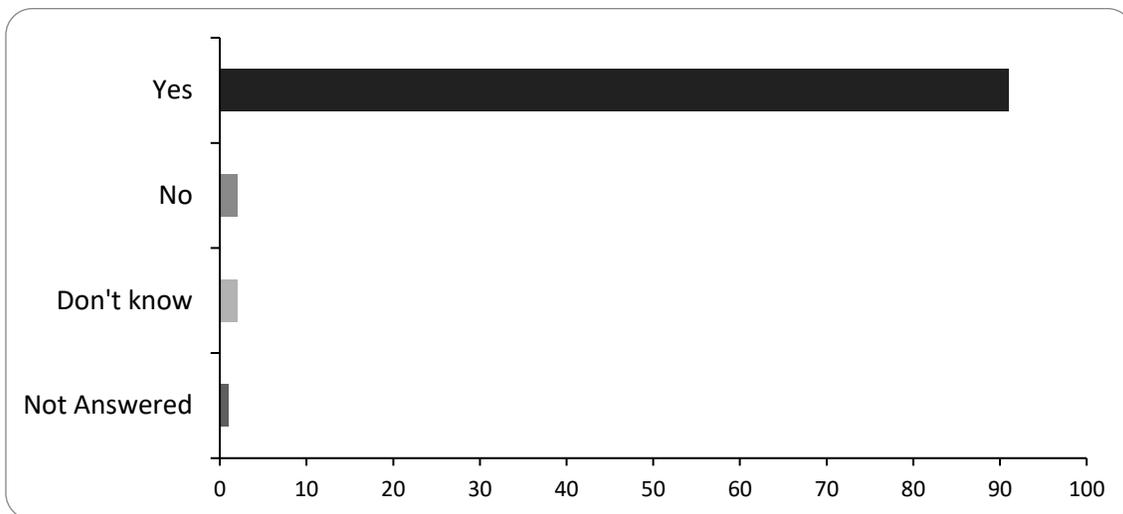
There were 96 responses to this part of the question.



| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 49 | 51.04% |
| No | 39 | 40.62% |
| Don't know | 8 | 8.33% |
| Not Answered | 0 | 0.00% |

8: Do you think Outcome 3 and its Objectives remain relevant?

There were 95 responses to this part of the question.



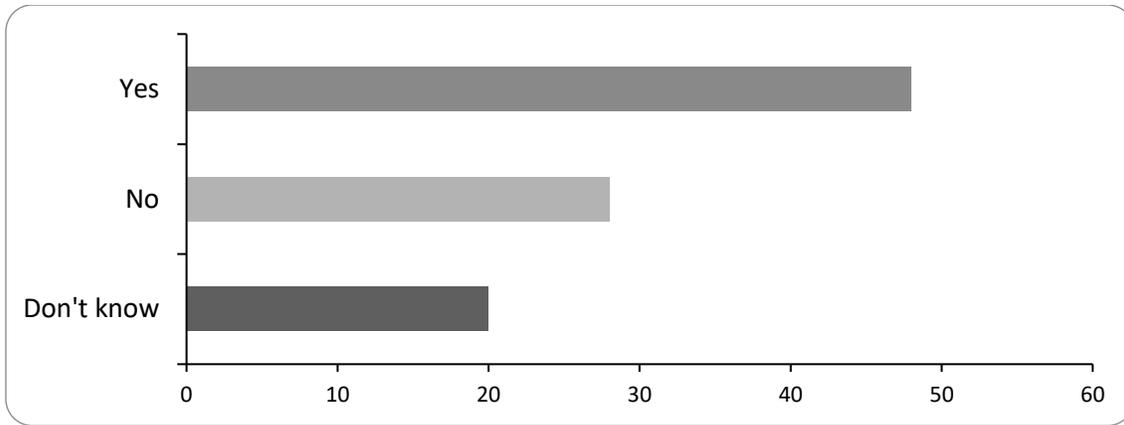
| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 91 | 94.79% |
| No | 2 | 2.08% |
| Don't know | 2 | 2.08% |
| Not Answered | 1 | 1.04% |

9: Please use the space below to tell us anything else you would like to share about Outcome 3 and its Objectives:

There were 53 responses to this part of the question.

10: From your knowledge or involvement with SFRS, do you think we have delivered against Outcome 4 and its Objectives since the Plan was launched in October 2019?

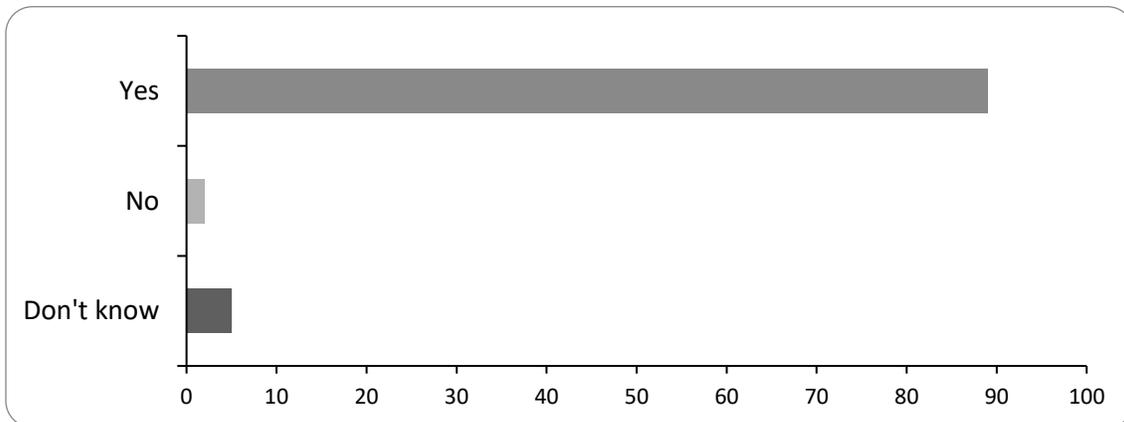
There were 96 responses to this part of the question.



| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 48 | 50.00% |
| No | 28 | 29.17% |
| Don't know | 20 | 20.83% |
| Not Answered | 0 | 0.00% |

11: Do you think Outcome 4 and its Objectives remain relevant?

There were 96 responses to this part of the question.



| Option | Total | Percent |
|--------------|-------|---------|
| Yes | 89 | 92.71% |
| No | 2 | 2.08% |
| Don't know | 5 | 5.21% |
| Not Answered | 0 | 0.00% |

12: Please use the space below to tell us anything else you would like to share about Outcome 4 and its Objectives:

There were 39 responses to this part of the question.

13: Please use this space to tell us what you liked about the Strategic Plan 2019-22:

There were 40 responses to this part of the question.

14: Please use this space to tell us about any improvements you feel could be made to the Strategic Plan 2019-22:

There were 37 responses to this part of the question.