

Working together for a safer Scotland

STRATEGIC PLAN 2013-2016



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland





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As Chair, it gives me great pleasure to introduce the first strategic plan for the Scottish Fire and Rescue Service.

The 1st of April 2013 was a significant milestone for Scotland's fire and rescue services and the establishment of a single national service provides us with a unique opportunity to build on best practice from the previous eight and, through ambition and innovation, develop into a world leading fire and rescue service.

This first strategic plan sets out how we will develop the service over the 3-year period, at the same time meeting the expectations within the Scottish Government's Fire and Rescue Framework for Scotland.

The plan will be formally reviewed in three years' time; however, we will keep it constantly under review to ensure our strategic aims and activities remain fit for purpose. Whilst this plan sets the strategic direction for the service, this will be complemented by detailed annual operating plans that will focus on our functional and operational priorities for each of the three years.

My colleagues on the board, together with our senior managers and staff, are committed to ensuring that the journey of reform meets all of our aspirations to deliver high quality and cost effective services across Scotland that break down geographical boundaries and reduce the complexity that currently exists. This will enable us to maximise the use of our resources, skills and expertise to better meet the diverse needs of our communities.

Improving the safety of our communities and staff is at the heart of this plan. We will be a modern and outward looking service that will play a leading role in ensuring community safety, working alongside our partners across the public, private and voluntary sectors to make Scotland safer and more secure, to encourage and support resilient communities and to support community safety and well-being. We will work in partnership with our local authorities and community planning partnerships to develop robust and fit for purpose service delivery arrangements that are flexible and adaptable to accommodate changing risk and

demand. We will also take a proactive approach to engaging with the business community to improve safety, minimise the economic impact of fire and support sustainable economic growth.

Finally, through working in partnership with our staff we will embed a culture of continuous improvement. We will benchmark with other services to identify best practice and we will ensure that sound financial and governance arrangements are established. In the current and foreseeable economic landscape this will be critical - as we meet the financial challenges ahead, we can be assured that innovative and effective solutions are being developed and tested to ensure the provision of cost effective and high quality services. The building blocks for this journey are already in place - we have skilled and motivated staff ready to take up the challenge - we need to galvanise their commitment, and support everyone in working to achieve our common aims.

Our overarching purpose is to improve the safety and wellbeing of people throughout Scotland - our strategic plan underpins that purpose and establishes a clear direction of travel for the Scottish Fire and Rescue Service.

Pat Watters CBE
Chair
Scottish Fire and Rescue Service

Introduction



As Chief Officer of the Scottish Fire and Rescue Service, I welcome this, the first strategic plan for the service, and look forward to working with my team and the board to deliver its vision and ambition.

I feel extremely honoured and privileged to have been afforded the opportunity to lead the service through its formative years. This will undoubtedly be a challenging period of change, however I know that the people who work within the service are committed to meeting these challenges and adapting to change in a positive way that has improving our services at the heart of everything they do.

As a strategic leadership team, we are developing a strong working relationship with the board, and

through constructive challenge, I am confident that we will develop a service that will improve outcomes for our communities, at the same time delivering against the expected benefits of reform as set out in the Fire and Rescue Framework for Scotland.

As the chair mentions in his foreword, effective partnership working will be key to delivering improved outcomes for our communities. The service is not alone in facing the financial challenges associated with cuts in public spending. I believe that we can sustain our quality public services if we improve the way we work in partnership, and adopt an approach that shares our people and financial resources. It is not about focussing on the input from service providers, but on the outcomes we want to achieve by targeting our shared resources in a way that realises the improvement we are collectively seeking. Working together for a safer Scotland is much more than simply meeting with partners, it is about true integration of public services to deliver tangible improvements across Scotland.

To enable us to improve outcomes for communities at the local level, we need to develop a better understanding of the diverse needs of our communities. We need to be flexible in our approach to delivering our services that enables us to adapt what we do in order to tailor our services to meet specific local risk and concerns. No two communities are the same so we have structured our delivery model in a way that will better understand the differences.

We have established a connection with all 32 local authorities in Scotland, through our local senior officer arrangements. They will establish strong partnerships at the local level with public, private and third sector colleagues that will collectively focus on improving outcomes.

I mentioned earlier the key role our people will play in delivering this plan. Our people are our greatest asset, and to ensure their needs are considered we have established a ground breaking industrial relations partnership model that focusses on meeting our shared challenges and developing innovative and shared solutions through engagement. This approach has already contributed to the successful delivery of fire reform to date and I am committed to continuing this partnership approach as we now focus on developing the service to meet the vision.

Whilst partnership will be the key contributor to delivering success, it is absolutely imperative that we never lose focus on what success looks like in the context of this plan. Success is about improving the safety of our communities and staff, and I will ensure that all of the activities we undertake contribute to delivering this success.

Alasdair Hay QFSM
Chief Officer
Scottish Fire and Rescue Service

The main purpose of the Scottish Fire and Rescue Service is to work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.



Section 1: A Scottish Fire and Rescue Service

The Scottish Fire and Rescue Service (SFRS) was established on 31 August 2012 with the appointment of the Chair, and took on its full range of functions on 1 April 2013. It replaces the eight previous fire and rescue authorities and joint fire and rescue boards. This major reform of fire and rescue services in Scotland presents a range of opportunities and challenges for the new single service, bringing together the best from the previous services. We will create a service which continues to respond effectively but with greater flexibility, free from geographical boundaries, and which will provide more equitable access to services and resources across the country.

The primary statutory duties of the service have not changed and our partners and employees will continue to see a service focused on protecting our communities through a strong fire prevention agenda and at the same time one that is equipped and ready to respond to emergencies.

Audit Scotland and HM Fire Service Inspectorate will be responsible for the audit and inspection of the SFRS and the services it provides. A Memorandum of Understanding has been agreed between the two bodies describing their distinct powers and responsibilities and outlining a framework for collaborative working.

A SAFER AND STRONGER SCOTLAND

The Scottish Fire and Rescue Service plays a key role within the range of public, private and voluntary sector organisations that work to make our communities safer and stronger.

The Fire and Rescue Framework

The Fire and Rescue Framework for Scotland 2013¹ sets out Scottish Ministers' priorities and objectives for the service in building a new high performing organisation, building on the four pillars of public service reform as set out by the Christie Commission without having a negative impact on frontline outcomes.

A new purpose, with partnership at its heart, is set out in the Fire and Rescue Framework for Scotland, aimed at making a real difference to the safety and wellbeing of our communities and, while we will contribute to all of the Government's 16 national outcomes the Framework ensures that our focus is on the contribution we can make to the following four:

- We live our lives free from crime, disorder and danger;
- We have strong resilient and supportive communities where people take responsibility for their own actions and the ways in which they affect others;
- Our public services are high quality, continually improving, efficient and responsive to local needs;

The Framework provides 58 strategic priorities for the service which, in addition to our areas of operational activity, focus us on partnership working, national risk management, specialist rescue, new arrangements for local scrutiny and engagement, and equality and diversity, all in the context of continuous improvement and best value. Our strategic aims and critical activities are aligned to meet those expectations.

¹ Fire and Rescue Framework for Scotland 2013
<http://www.scotland.gov.uk/Resource/0040/00408831.pdf>

Scottish Government Corporate Expectations

Through this plan, the new service will focus on delivering continuous improvement in line with Scottish Government's corporate expectations. Progress towards our strategic aims will be demonstrated through engagement with community planning partners, alignment of activity with the Government's budget priorities, support for the youth employment strategy, adoption of fraud prevention strategies, effective procurement strategies, shared service opportunities, workforce development, effective employee engagement and openness and transparency in our information sharing.

Strategy for Justice

One of the most important principles in The Government's Strategy for Justice is that public service bodies should work in partnership, making the best use of our collective resources to realise the vision of a safe and fair Scotland.

A priority for action within the strategy is to reduce the harm from fires and other emergencies. Our strategic plan demonstrates how we will address that priority.

The Government's strategy places an expectation on public services to adopt the four pillars of public service reform developed by the Commission on the Future Delivery of Public Services (Christie Commission):

- **Greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery;**
- **A decisive shift towards prevention;**
- **Greater investment in the people who deliver services through enhanced workforce development and effective leadership**
- **A sharp focus on improving performance, through greater transparency, innovation and use of digital technology**

These principles of partnership, prevention, people and performance will be evident across the range of our activities, ensuring that the service plays its role in embracing the collaborative culture demanded of all public services in Scotland.

There are many challenges lying ahead of the SFRS during the process of reform but the challenges of meeting increased demand on our services within an ever-tightening financial framework are not unique to fire and rescue. It will be through working together and delivering on the aims of reform that we will reduce the risk to our communities and make Scotland a safer place.



In order to support continuous improvement in all aspects of service delivery, the service needs to understand Scotland's risk profile.



SCOTTISH
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Section 2: The Scottish operating context

In order to support continuous improvement in all aspects of service delivery, the service needs to understand Scotland's risk profile.

We have carried out a comprehensive strategic assessment of risk using a wide variety of information sources including incident data and trend analysis². This is the first step in the process of integrated risk management planning. It provides critical baseline information upon which the strategic plan and each of the fire and rescue plans for Scotland's 32 local authority areas can develop. From that assessment we describe the operating context for the service as follows:-

Scotland is a country of contrasts, with a diverse culture and geography. A range of features give Scotland its distinctive risk profile as captured in the Scottish Community Fire Safety Study "Scotland Together"³ published in 2009 including:-

The Built Environment

- Densely inhabited towns and cities that present different challenges: a significant proportion of accidental fire deaths occur in single occupancy households and flatted accommodation
- Three major international airports, two operating nuclear power stations, a number of significant petro-chemical complexes, several large sea ports, major road and rail networks, and the home base of the UK's fleet of nuclear submarines offer specific risks

Geography

- Very large expanses of rural countryside and wild land that demand preventative land management actions, developing knowledge of environmental factors and employing and developing retained and volunteer firefighters
- A long coastline, with many inhabited islands that also demands a tailored approach to risk management and an appropriate emergency response

Industry

- Major industries making a significant contribution to the economy of Scotland where the impact of fire can have immediate and long term consequences for the local and national economy

²Strategic Assessment of Scotland

³Scotland Together (http://www.strathclydefire.org/media/42937/Scotland_Together_07_09_09.)

Communities

- Our population is diverse in its makeup and widely geographically spread, albeit 70% of our people live in the 'central belt'. There are also large areas of Scotland that are remote and rural, and these locations pose their own challenges in terms of risk and the provision of effective fire and rescue services.

The Government's Scottish Index of Multiple Deprivation (SIMD) allows us to analyse which geographic areas are the most deprived in the country, in terms of employment levels, average income, health, education, crime levels and a number of other indicators. Using SIMD alongside other information sources will enable us to

comprehensively assess the risk to target our most vulnerable people within any area.

The population of Scotland is growing due to both improved longevity and immigration trends. An increase in age does not in itself increase the risk from fire, but other contributing factors do; for example, mobility problems, disability, mental health issues and alcohol dependence. In addition, Scotland has an increasing number of people living alone, and levels of drug and alcohol misuse are high in comparison to neighbouring countries. These are all factors that may have a bearing on the number of fire deaths and injuries we experience in Scotland.

Tourism

- Because Scotland is an important tourist destination, we must consider the safety of a significant transient population of visitors throughout the year, but especially at seasonal peak times. The country has numerous buildings of both political and cultural significance and also hosts large sporting and cultural events. Along with other agencies we play a critical part in protecting our heritage and in preparing for large scale events, ensuring that we can respond effectively to any emergency incident if required.

Number of
inhabited islands

96

Miles of Road
Network

34,000

Number of Unitary
Authorities

32

Scottish FRS area

31,510 miles²

Number of
Business Premises

226,000

Population

5.295 million

Number of
Households

2.2 million

Miles of Rail
Network

1,520

Number of Households
considered to be 'at risk'

745,922

We will be a world leading Fire and Rescue Service that others look to because our approach of **working together for a safer Scotland** is delivering real improvements in our communities. As a valued partner we will work with the communities of Scotland to make them safer and stronger; helping them to help themselves; continuously improving our services to meet local needs and responding when required.



Section 3: Our vision

Our vision is bold and aspirational. The journey of reform gives us the opportunity to build on best practice and enable the delivery, through our partnerships, of real improvements to the health, safety and well-being of Scotland's communities.

A world leading service

Our aim is to deliver the best service we can 24 hours a day, 7 days a week and to keep challenging ourselves to continuously improve it. Our firefighters are trained to very high standards and we continually scan new approaches to firefighter training so that we can adopt best practice in order to maintain those standards.

We will be innovative and creative in looking for better ways to do things, in challenging our own thinking and in challenging the thinking of our partners. We will work in partnership with our communities to develop services and, by removing geographical boundaries and reducing complexity we will make sure we have the right resources in the right places to manage risk effectively.

We will strive for excellence and explore all available technology, skills and resources to develop a fire and rescue service that is recognised as a world leader.

OUR VALUES

We will develop a values framework which fully aligns with our aspirations for the new service. This work will be progressed in collaboration with staff and our partners. Our values will reflect our role as a modern 21st century public service and, with our supporting behaviours, will define how we will work to achieve our vision. For the purposes of this first SFRS strategic plan, we have identified what we believe to be important from the predecessor services' values statements – values that have been consistently demonstrated and constantly reinforced.

Safety

The safety of the communities we serve is at the core of our values. We will do our utmost to enhance and preserve it. In doing so, firefighters must often work in dangerous conditions. We also place a very high value on their safety.

Dignity

We will respect the dignity and worth of every individual within both the communities we serve and in our workplaces. We will be sensitive to individuals' circumstances, particularly those who are most vulnerable in our society, and we will treat others as we would expect to be treated ourselves.

Excellence

We will strive for quality in everything we do and will act reliably and responsibly at all times. We will behave professionally and take pride and ownership in everything we say and do. We will be a learning organisation.

Diversity

We recognise and value the diversity of our workforce and Scotland's communities. We will implement working practices that will be attractive to and meet the needs of those diverse groups. We will take steps to ensure equality of access to our community safety and fire prevention services and equality of impact in the delivery of emergency response. We will encourage participation in public life by engaging with diverse community groups and their representatives.

Fairness

We will treat people fairly and not prejudge any individual or situation. We will be consistent and considerate in the development and implementation of our policies and practices.

Equality

We will remove unlawful discrimination, harassment, victimisation and other conduct prohibited in the Equality Act 2010. We will promote equality of opportunity through our employment practices, service delivery and engagement activities. We will ensure that our corporate decision making processes are used to identify and remove barriers and bias that would prevent equitable access and quality of service.

Integrity

We will be open and honest in our dealings with colleagues and with the public. We will not compromise on our commitment to act professionally and deliver greater safety and security to the communities we serve.

Respect

We will listen to and respect the communities we serve as well as each other. Criticism will be dealt with constructively and we will respect and value each other's contributions. We will respect the views of partners and members of the public, endeavouring to understand their perspectives in order to improve our quality of service.



During 2012 we worked closely with the Scottish Government to establish the SFRS and to develop structures and plans for the reform of the service.



Section 4: Our aims for the development of the service

The Scottish Government has identified three benefits of reform for the SFRS to deliver going forward:

- To safeguard and improve local services, despite budget reductions, by reducing duplication and maintaining frontline outcomes
- To create more equal access to specialist support services and national expertise and equipment wherever and whenever they are needed
- To strengthen the connection between the fire service and the communities it serves by creating a new formal relationship with all 32 local authorities, creating opportunities for many more councillors to have a formal say in fire and rescue services in their areas and for better integration with community planning partnerships

In order to deliver our vision, the benefits of reform and meet the expectations set out within the Fire and Rescue Framework the service has developed four strategic aims:-

1. Improved safety of communities and staff
2. More equitable access to fire and rescue services
3. Improved outcomes through partnership
4. Develop a culture of continuous improvement

Strategic aims

Safety of our communities is the single most important strategic aim of the service, and our three further strategic aims help to ensure we deliver this in an efficient, effective and equitable manner.

This period of reform also presents many large scale and exciting challenges which we will have to meet if we are to deliver a more equitable fire and rescue service, develop partnerships for improved outcomes and develop our new service based on best value principles.

As a result, we have established strategic aims in each of these areas to acknowledge the importance of the work involved and the significant part each will play in realising our vision.

Strategic aim 1

Improved safety of our communities and staff

We will focus on understanding the diverse needs of our communities through aligning national and local plans with those of key partners. By ensuring a commitment to share information and establish agreements for joint working with partners, we will tailor our approaches in preventing, protecting and responding to drive down risk nationally and locally, deliver improved services and reduce complexity. It is also important for us to help communities to help themselves. We will support the development of robust approaches to community resilience through education, empowerment and accessible, inclusive community safety interventions. We will continue to focus our education and marketing activities to change behaviours, through effective public safety campaigns, including linking with national campaigns for safer communities and through targeted interventions, where appropriate.

There is also more work to be done to ensure the safety of our communities and staff when responding to emergency incidents. Our emergency response capabilities will be deployed in a manner that reflects

the risk profile of Scotland, managing our resources based on risk and allowing us to offer increased flexibility for a more effective response to our communities. We will learn from incidents, model the risk of emergencies and use all of the information available to us nationally and internationally to develop a risk based audit strategy and a risk based incident planning programme that focus on life safety and protect Scotland's critical assets and heritage.

Additionally, we need to establish national approaches for crewing, mobilising emergency vehicles and resolving emergency incidents. These national approaches will ensure that when we are called upon to respond to incidents, we can offer the best possible response across the country.

More detailed information on how we will work to enhance Scotland's abilities to prevent and protect itself from fires and to respond more effectively when they occur as well as making us more resilient against them will be contained in specific "Prevention and Protection" and "Response and Resilience" strategies

for the service currently under development and due for publication in October 2013.

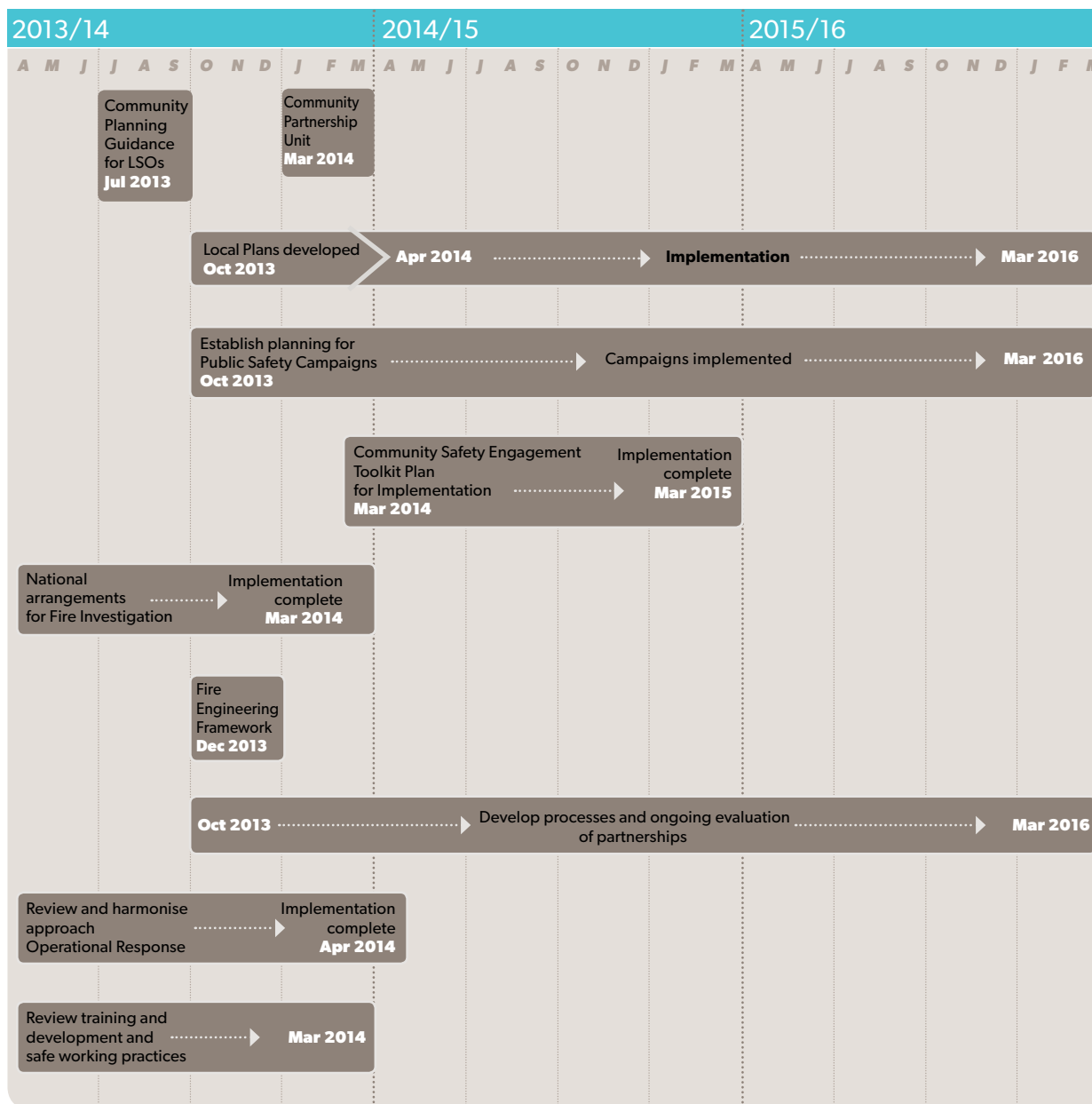
A highly motivated workforce will allow us to service the needs of our communities better. We will ensure that staff are trained to high standards and will continuously work to improve those standards and develop and maintain competence. We will actively encourage a culture of continued professional learning and offer clear pathways for career progression where possible. A development programme will ensure our leaders and managers are capable and confident.

We will continue to develop and enhance our world class training facilities and ensure they are aligned to our changing needs so that they remain valuable assets to the service. Our performance management and appraisal approaches will recognise and reward good performance and deal fairly and consistently with poor performance. Additionally, we will continue to work to improve the health, safety and wellbeing of our staff.

What we will do:

- Work with our partners in developing safer communities and improved outcomes
- Educate and empower our diverse communities
- Fire Safety Legislation and Investigation
- Evaluate partnerships
- Ensure a safe and effective response to incidents
- Develop a highly motivated workforce

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Strategic aim 2

More equitable access to fire and rescue services

We will ensure effective operational arrangements for fire and rescue services in all 32 local authority areas. The Local Senior Officer (LSO) will take a lead role in working with partners, including Community Planning Partnerships to share and gather knowledge for an evidence-based understanding of community requirements. A more extensive description of the LSO role is provided under Strategic Aim 3 below. A local plan will be developed to service local needs and take advantage of local opportunities to improve community safety.

Importantly, this information will be combined with the risk profile of Scotland and our own risk information to determine the optimum location of resources and services.

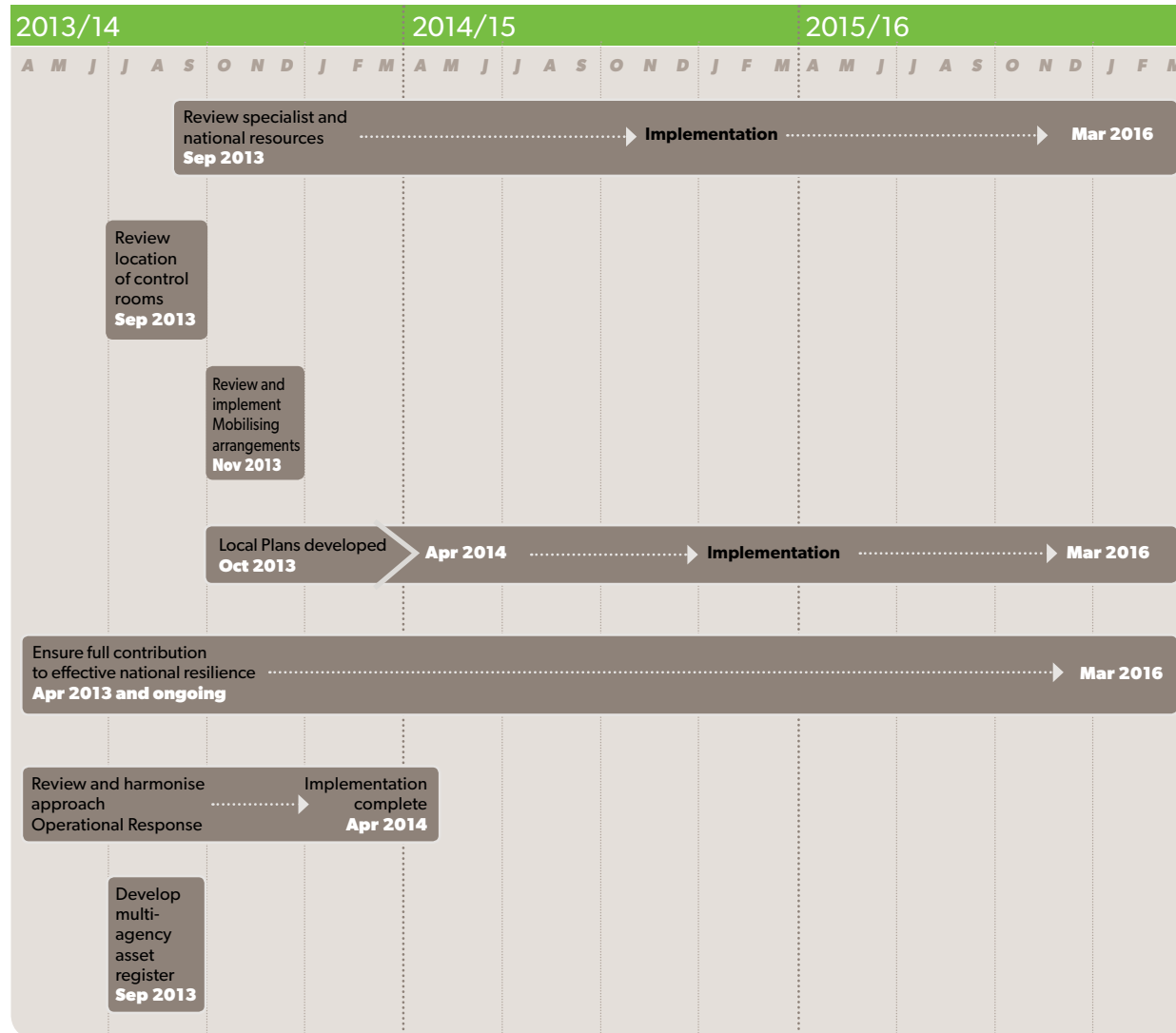
Working with the other emergency services and voluntary groups with an interest in specialist rescue, we will identify resources available nationally and take a lead role in co-ordinating and managing access to specialist rescue capability.

This work will ensure we can maximise the use of available resources to provide an effective and equitable standard of response and recovery from emergencies and incidents across the country, driving down risk and improving the quality of our services for successful outcomes.

What we will do:

- Enable access to the right resources based on community risk profile
- Work with our partners for safer communities and improved outcomes
- Work to drive down risk nationally
- Ensure a safe and effective response to incidents

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Strategic aim 3

Improved outcomes through partnership

Sitting at the heart of our vision for the service is a focus on adding real value for our communities, with tailored approaches for fire safety locally and working with our communities to explore and develop options for improved outcomes.

The role of the LSO is critical in this regard. The LSO will work in a way that adds true value in the local area and will explore opportunities to work with partners across all sectors. Uniquely in the public sector, each LSO will be supported in partnership working by members of the Scottish Fire and Rescue Service Board. This joint approach will ensure that the contribution of the fire and rescue service makes a real difference to community outcomes. We will build on the new formal relationship with local authorities and actively seek better integration with Community Planning Partnerships. We expect to be held to account through our local planning mechanisms for our contribution

to CPPs and for the delivery and development of new Single Outcome Agreements.

We will involve our communities in the design, delivery and evaluation of services through neighbourhood surveys, public meetings, and we will respond positively to ideas from local communities on how the service can better meet their needs.

We will work with the national Business Engagement Forum which has been established to support the business community in complying with fire safety law as well as ensuring that their concerns are understood in the formulation of our strategies and plans, reducing the demand on the fire and rescue service and promoting fire safety awareness. LSO's will support this work on the ground working with businesses in their area to support economic growth through minimising the economic impact of fire.

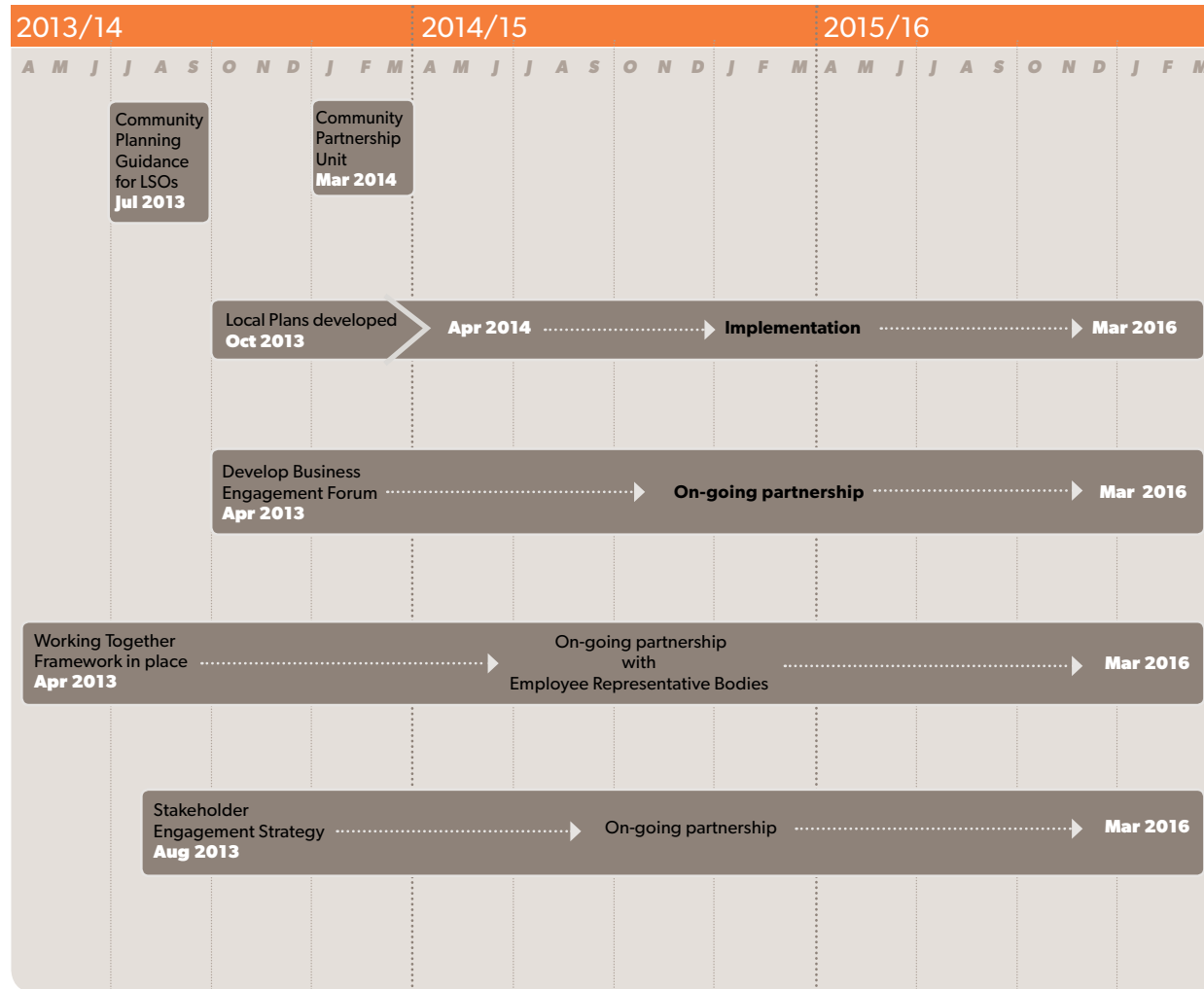
Working in partnership also extends to our staff and we will inform, consult and involve our people in issues that affect them. Adopting a partnership approach to employee relations has made a crucial contribution to the reform process and we will continue to build on our partnership work with employee representative bodies.

We will continue to build on our close working relationships with the other emergency services, including developing mutual support arrangements with the rest of the UK. Opportunities to share services and assets for improved delivery and outcomes, will also be explored further. We will work with other emergency responders and public agencies in ensuring that emergency planning and response arrangements continue to operate effectively, have the capacity to support each other during incidents, to act flexibly and to communicate quickly.

What we will do:

- Work in partnership with communities
- Embed partnership working across all our business
- Develop our approaches and capacity in public engagement and stakeholder communications

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Strategic aim 4

Develop a culture of continuous improvement

The new national Scottish Fire and Rescue Service inherits a well-established track record of strong performance from the predecessor services. However, the financial pressures facing the service are likely to lead to the need for significant service change in the years ahead. It is, therefore, essential that the service establishes a strong platform for governance, management of resources, management of change and effective engagement with communities and staff to ensure that strategic and operational change not only delivers the necessary efficiencies, but results in high value, effective services for our communities.

We will maximise the use of our resources by further developing good practice in financial governance and performance management, reducing complexity and duplication in our systems and processes. In doing so, we will embed processes for research and benchmarking models of best practice to draw on the best practice available. We will analyse risk, identifying options for change and improvement, developing

appropriate and sound business cases in support of any change.

We will create an inclusive workplace, valuing equality and diversity and demonstrating progress to meet our statutory obligations. To deliver a highly skilled and motivated workforce, we will develop an integrated suite of people, policies and procedures which align to our vision.

Our workforce strategy will cater for the range of staff roles and working patterns including whole time, retained duty, volunteer and non-uniformed staff involved in delivering our services. It will be the vehicle for building leadership and management capacity and embedding values and open and transparent governance arrangements. Importantly, our workforce strategy will set out a new vision for the future of service delivery in remote and rural areas.

A consistent approach to health, safety and wellbeing of all staff will be managed through the development of a health and safety policy and associated processes. We will investigate options for the provision of an occupational health & fitness service for all staff.

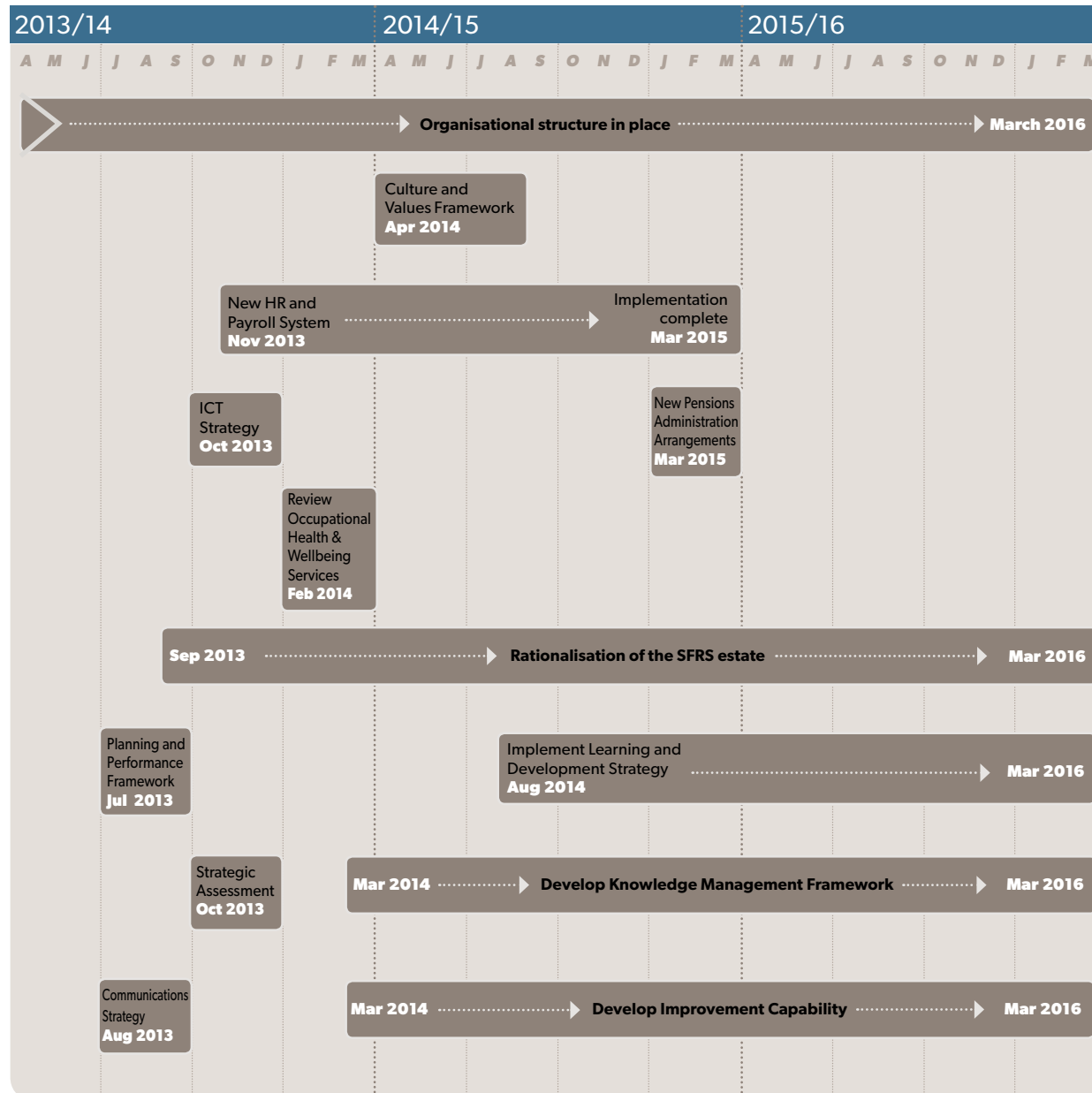
We will develop a comprehensive learning & development strategy which is integrated with our workforce strategy and which will demonstrate our commitment to strategically driven, high quality learning and development for staff.

We will also develop as a learning organisation, ensuring effective knowledge management arrangements are in place to learn from opportunities, enabling contribution and improving standards of service delivery across the service.

What we will do:

- Develop an innovative structure that enables high value and effective services
- Deliver a high performing workforce
- Ensure equal opportunities for our staff and communities
- Improve the quality of our services for successful outcomes
- Minimise the impact of our activities on the environment

How we will do it:



Contribution to targets:

- Reduce fire casualties, by 5% each year
- Reduce special services casualties (non-fire)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Section 5: Meeting our targets

Targets have been agreed in the following areas, to reflect the range of activities carried out by the service:

- Reduce fire casualties, by 5% each year
- Reduce “special services casualties”- i.e. casualties arising from non fire incidents to which we respond (see below)
- Reduce accidental dwelling fires, by 10% each year
- Reduce the number of non-domestic fires
- Reduce firefighter injuries
- Improve attendance

Reducing fire casualties

Since 2004, real progress has been made in reducing the number of fires and casualties in Scotland. Integrated Risk Management Planning (IRMP) has provided a structured approach to identifying community risks and prioritising the use of resources. This has helped drive an increasing focus on fire prevention. Much of this has been carried out in partnership with other public sector bodies, such as police, housing services, and schools. Over this period, there has been a reduction in the number of fires and casualties, with around 23 per cent fewer house fires and 33 per cent fewer casualties than a decade ago. As a result, around 30 fewer people die in fires each year.

However, Scotland still experiences a higher rate of dwelling house fires compared to other areas in the UK, and a high number of casualties occur as a result of fire in the home⁵. There is a need to further improve our understanding of precisely why this is still the case. We need to further analyse the risk and incident profile of Scotland as a whole to help us understand the cause and effect of these incidents. We can then focus our efforts in working with communities through

programmes of increased awareness, education and tailored intervention, where required, to drive down risk and reduce casualties and deaths. Through continual monitoring and realising opportunities to promote community safety we will strive to maintain an appropriate balance of resources between prevention and intervention.

Reducing special services casualties

Special services is the term we employ to describe the services we provide at the non-fire related incidents the service attends. These include road traffic collisions (RTCs), trapped persons, rope rescue and water incidents. Trends over the last three years demonstrate that the rate of casualties and deaths from RTCs and water incidents is going down. Although there are no reported fatalities from flooding, the number of incidents is on the increase and will require our attention to reduce the impact on individuals, communities and the economy.

Our priority over the next three years will be to maintain the downward trend in special services incidents and casualties through joint campaigns and education

⁵SFRS Strategic Plan Section 2: The Scottish operating context

initiatives with partner organisations and ensuring our staff have the specialist skills, as required, to deal with these incidents effectively.

We will work with our communities to develop tailored solutions for community resilience, ensuring access to information and resources where needed.

Reducing accidental dwelling fires

The number of accidental dwelling fires in Scotland has been steadily decreasing over the last ten years. However dealing with dwelling fires is still a significant area of work for the service. And as a result, reducing the numbers of accidental dwelling fires and the adverse impact on communities year on year will continue to be a high priority area. We will further develop our education activity in communities and set ambitious targets for the completion of home fire safety visits across the country.

Reducing the number of non-domestic fires

The Scottish Government has recently started working to develop a greater understanding of the economic cost of fire. Although this work is still in the early stages of development and we do not yet have reliable data on financial losses, the service will ensure an ongoing commitment to work with the business community to reduce the number of non-domestic fires in workplaces and public buildings, with the aim of reducing the adverse impact on the business community and the economy. Our focus will be on the extended provision of a fire advisory service for business and we will work proactively to promote fire safety in the business community.

Reducing firefighter injuries

The number of firefighter injuries is - thankfully - currently low. We ensure our firefighters receive

high quality training and development throughout their career and that they are issued with very high quality personal protective equipment and specialist equipment as required. We will continue to develop our training and development programmes to maintain consistently high levels of knowledge and skills for staff across the country. We will place a constant focus on firefighter safety and we will work toward reducing firefighter injuries further.

Improving attendance

The number of days lost to sickness absence has been reducing significantly over the last three years. We aim to reduce absence through sickness even further by maximising the use of our staff resources through proactive absence management and support for staff, including development of an Occupational Health, Wellbeing & Fitness Service.

We aim to be a world leading fire and rescue service delivering real improvements in our communities. We begin our journey as a modern, forward-looking organisation with highly skilled staff and will aim to develop and improve to provide the people of Scotland with the best possible fire and rescue service.



Section 6: Developing and improving the service

We aim to have the best staff, equipment, systems and technology serving our communities and we will continue to build on our strengths and develop our learning as an organisation, building and using our knowledge and information to help us develop our services for improved community safety.

The current financial climate will require us to make significant savings whilst protecting our frontline outcomes. This will focus our attention on delivering efficiencies and savings and making the best use of our resources for improved outcomes for service users.

We will work in collaboration with communities and stakeholders through a process of consultation and engagement, led by the LSO's, with support from SFRS board members. This will focus on developing an understanding of community priorities and result in the development of local plans for delivery of services. Along with the risk profile information, this will help us identify the skills and resources required for prevention, protection, resilience and response in each

area. This will also help us to identify other areas within communities where we can potentially add value.

Additionally, in looking to improve our services, we will develop our capacity in research and development to take cognisance of the work of others to help benchmark best practice.

Our immediate priorities in Year 1 will be to continue the merger and harmonisation of the previous eight services into one, developing a strong foundation for efficiencies and improved practice going forward.

In Year 2, we will continue to bring about change and improvement to the service, through innovative approaches and removing complexity and duplication in our services and processes. Year 3 will bring a focus on adding value to our improved service.

Reform of the service will be executed and managed through a cross-cutting service transformation programme overseen by the SFRS board through its Service Transformation Committee (see below), which will encompass the whole service in delivering the improvements required to achieve the benefits of reform.

Organisational development

Improved outcomes in our service delivery and for our communities will be achieved through engagement with, investment in and involvement of our people.

To achieve our goals, an Organisational Development Framework will be developed to show:

- how we will develop and support a climate of continuous improvement through modern and creative approaches to staff development
- how we will develop and ensure we always act in accordance with a common set of values across the new single service
- how we will develop our organisation to increase capacity, capability and accountability

The best systems and technology

We already operate with some of the best technology available to us and over the next few years technology will continue to play a significant part in supporting our services as we continue the journey from eight services into one single service. To achieve our goals, an information and communications technology (ICT) strategy will be developed to show how we will develop our ICT systems to support continuous improvement in our services.

Communications and stakeholder engagement

Strengthening our relationships with and working in partnership to add value to our communities is critical to the success of our strategy. A communications strategy and a stakeholder engagement strategy will be developed to set out:

- how we will engage with our partners and communities
- how our communications will be established and managed

- how we will raise awareness and keep staff, partners, communities and other stakeholders informed of our messages, plans and progress towards achieving the benefits of our strategic programme
- how we will actively encourage two-way communication with our staff, partners, communities and other stakeholders
- how we will use the comments and feedback we receive from staff, partners, communities and other stakeholders
- how we will deliver our prevention message

Finance

Sound financial and asset management are key operating principles for the SFRS and our financial systems and processes will be developed in a manner which contributes to best value. A finance strategy will be developed to show:

- how we will ensure sound financial and asset management arrangements are in place
- how we will make best use of our resources in support of our strategic aims
- how we will ensure best practice procurement systems and practices

In order to set the financial context for the service, the budgetary position for the next 3 years is outlined as follows:-

Resource

2013/14

The revenue budgets of the predecessor organisations totalled £291m. The equivalent budget for SFRS in 2013/14 is £277m. The service has also had to absorb key cost increases notably £6.5m in relation to the

additional cost of VAT arising from the loss of local authority VAT status, £1.7m to cover a 1% pay award which is anticipated for all staff during the year, and £0.2m in contractual pay increments for staff. The net impact of these factors is that the service has required to reduce its combined cost base by £22m from the previous year.

2014/15 and 2015/16

In 2014/15 the resource budget is set to fall by at least a further £12m to £265m and by a further £7m in 2015/16.

Over the initial 3-year period of the SFRS, resource funding is set to reduce by over 10%. Taking account of foreseeable, unavoidable cost increases, it is currently anticipated that there will require to be a cumulative cost base reduction of £43.5million (c.15%).

Capital 2013/14

The combined capital budgets of the predecessor services amounted to £22million in 2012/13,

including capital grant of £16.4m. The capital budget for 2013/14 of £15.3m represents a reduction of £1.1m on the capital grant, albeit this is supplemented by committed reserves (£2.64m) carried forward from the predecessor authorities for projects which had commenced but were not complete by 31 March 2013.

2014/15 and 2015/16

The capital budget is set to rise by £6.9m to £22.2m for 2014/15, which is line with the Scottish Government's commitment to infrastructure investment and a further increase of £1.8m is anticipated for 2015/16 to £24m.

Governance

The Governance and Accountability Framework sets out the broad governance structures within which the SFRS will operate and defines the key roles and responsibilities which underpin the accountability relationships between the SFRS and the Scottish Government including the respective roles of Scottish Ministers, the SFRS board the Chief Officer and the LSO's.

The board, in exercising its governance responsibilities for the service, has established four standing committees:-

- **Audit and Risk Assurance**
- **Local and Stakeholder Engagement**
- **Service Transformation**
- **Employee Partnership Forum.**

A further ad hoc committee dealing with staffing issues has also been established.

Agreed standing orders and an interim scheme of delegation will respectively govern the operation and conduct of meetings and outline the powers, duties and authorisations delegated to specific employees.

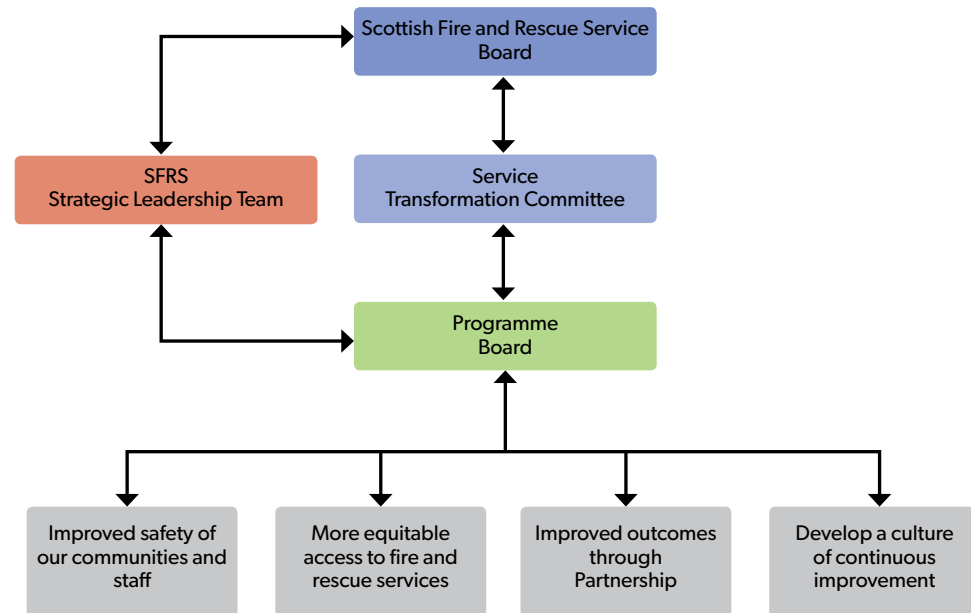
Service Transformation Programme

The service transformation programme will be established to manage delivery of the crucial improvements required to the service and will be the means by which we will ensure realisation of the benefits of reform. The programme will be delivered over the next three years and will facilitate the delivery of four workstreams aligned to our strategic aims:

- Improved safety of our communities and staff
- More equitable access to fire and rescue services
- Improved outcomes through partnership
- Develop a culture of continuous improvement

A Programme Board with multi-disciplinary and partner representation will manage the delivery of the Programme. The Programme Board will report on progress, risk and issues to the Service Transformation Committee, which will ensure oversight and good governance of the Programme.

- The Service Transformation Committee will make recommendations to the SFRS Board, which will ensure reporting to the Scottish Government via the Governance and Accountability Framework⁶
- Stakeholders will be involved throughout the delivery and a comprehensive plan for communication and engagement with stakeholders will be developed



⁶SFRS Governance and Accountability Framework
<http://www.scotland.gov.uk/Publications/2013/03/2213>

Audit and Scrutiny

Audit Scotland and HM Fire Service Inspectorate in Scotland (HMFSI) have developed a Memorandum of Understanding in order to co-ordinate their audit and inspection activity of the SFRS. HMFSI has advised that it will carry out an inspection in 2013 to:-

- Assess the impact of transition on service delivery;
- Assess the effectiveness and capacity of the new management and supervision arrangements in relation to monitoring performance and providing quality assurance;
- Gauge the extent and with what degree of clarity the service has set out its plans to deliver the agreed benefits of reform

Although this is very early in the life of the new service the service transformation programme will seek to demonstrate that the right structures and processes are in place to track progress towards realising the benefits of reform.

In addition, Audit Scotland conducted a Best Value Review of the previous eight services and has presented a number of challenges to the SFRS to consider including:-

- how we will address the issues raised by their observations that Scotland's fire and rescue provision is relatively expensive compared to the rest of the UK
- Standardising approaches to the deployment of resources
- Sharing services with other emergency responders
- Better public engagement with local communities and the workforce
- Better targeted preventative work

Each of these challenges features in the strategic plan and will be considered in the context of potential areas for service improvement by the SFRS.



Section 7: Delivering our strategic aims

Delivering our strategic aims will require us to have robust national and local plans in place, which ensure partners and everyone in the service understands how we will work together on the delivery of agreed goals and managing our performance effectively.

The strategic plan will inform the development of the SFRS annual operating plan, as well as of individual business unit plans and local plans. These will specify delivery targets in more detail, stating how we will achieve them, the timescales for delivery and how we will monitor and review our performance.

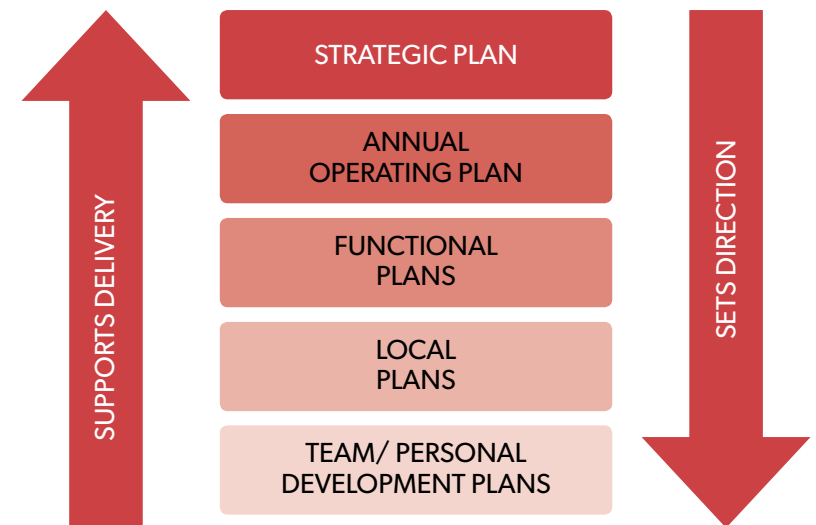
Our Planning & Performance Management Framework will set out:

- how the strategic plan will inform the development of local plans
- how we will monitor and manage plans from year to year
- how we will ensure there is a link with team and personal development plans

- how we will continue to improve organisational performance and effectiveness through using our approaches to performance management
- how we will further develop management information systems to support effective performance management, planning and service development

A Performance Map will be developed linking our

strategic aims and delivery targets with expected outcomes setting out the key performance indicators to monitor performance.



Contact us

This Strategic Plan supports the work of the Scottish Fire and Rescue Service in providing the best possible service for our communities and for the people of Scotland. We know that the way in which we deliver our services can have a great impact on the local community, and we value every opinion in striving to achieve the highest of standards.

If you have something to tell us, no matter how important or trivial it may seem, please do not hesitate to get in touch using any of the lines of communication below:

- Use the electronic feedback form on our website.
- Contact your local community fire station. You will find details listed on our website or in your local telephone directory.
- Contact our HQ by telephone or letter at the address below:

Scottish Fire and Rescue Service HQ
5 Whitefriars Crescent,
Perth,
PH2 0PA
Tel: 01738 475260
Email: strategicplan@firescotland.gov.uk

- Our website can be found at **www.firescotland.gov.uk**

Contact details:

If you would like a copy of this document in a different format or a version in another language please contact:

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SCOTTISH FIRE AND RESCUE SERVICE





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