

**Working together
for a safer Scotland**



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

STRATEGIC PLAN 2016-19 REVIEW REPORT

Safety. Teamwork. Respect. Innovation.

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Appendix 1 Key Achievements and Current Activities

Appendix 2 Emerging Strategic Themes

1. INTRODUCTION

The Scottish Fire and Rescue Service (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 2016-19 was introduced in October 2016. Prepare with due regard to the Fire and Rescue Framework for Scotland 2016, it outlines five outcomes and six priorities together with a range of strategic objectives to focus attention on our ambitions for the three year period.

Legislation states that the Strategic Plan should be reviewed. This may be done at any time, but must be reviewed before the end of the three year period the Strategic Plan relates to. Reviewing the Plan establishes a feedback loop that can then influence future planning and decision making. The review of the Strategic Plan 2016-19 has therefore taken place at this time to inform the development of the new Strategic Plan 2019-22.

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

- Key achievements and current activities
- Data results
- Financial arrangements
- Alignment to corporate risk and equality outcomes
- Current relevance
- Scrutiny outcomes
- Stakeholder views and opinions.

Following assessment a conclusion was reached and recommendations have been made on our future strategy.

2. DELIVERING THE STRATEGIC PLAN 2016-19

2.1 Key Achievements and Current Activities

To ensure the priorities and objectives of the Strategic Plan are achieved, each year an Annual Operating Plan is prepared and approved by the Board. Robust arrangements are in place to monitor the progress of the plan through the Performance Improvement Forum, Senior Management Team (SMT), 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 the priorities and objectives set within the Strategic Plan and the Service's commitment to continuous improvement.

The activities undertaken remain focussed on developing and implementing equitable, effective and standardised frontline and supporting services across Scotland. Whilst the merger of legacy fire services was deemed successful, there is now a clear move to transforming the Service into a more modern, sustainable fire and rescue service which is positioned to meet emerging risks and future challenges.

2.2 Data Results

The Performance Management Framework (PMF), which was published in 2018, includes a comprehensive list of corporate performance measures aligned to each of the Strategic Plan priorities. The Framework includes a hierarchical structure moving down through the priorities to measures of success, type of measure used and indicators. Looking at this together with the multiple layers of the strategic planning hierarchy is unnecessarily complex.

Once a new Strategic Plan is prepared, the PMF should be reviewed with the view of realigning it to any new planning structure and presenting this more simply.

At the time of this review, a full year had not yet passed to determine the progress against the full PMF indicators. Therefore, our [2017/18 Statistics](#), which also look back over a longer period of time, were used to inform this review.

Our incident statistics show that over the longer term there has been a steady reduction in primary fires but it can be seen that the reduction rate has slowed in recent years (1997/98 – 2007/08 reduced by 27.5%; 2007/08 – 2017/18 reduced by 21.8%). Dwelling fires, in particular accidental dwelling fires, are the most common type of primary fire – in nearly two thirds of which a cooking appliance was the source of fire.

To improve this outcome we have maintained a focus on prevention through Home Fire Safety Visits, conducting an average of 70,000 visits per year over the past five years. It can be argued that these visits, together with other prevention campaigns to improve home safety, have led to this marked long term reduction of fires and subsequent fire deaths and casualties.

Although the majority of fire deaths are still a result of accidental dwelling fires, data suggests the severity of fire injuries in the home is generally decreasing over time. A similar pattern of long term reduction can be seen against secondary fires. The majority of secondary fires are considered to be deliberate. It therefore could be said this reduction is a result of community safety engagement activity to reduce fire related antisocial behaviour.

The overall reduction in all types of fires, fire deaths and casualties would indicate improved outcomes. However our incident statistics show, the number of fires, fire deaths and casualties consistently remain higher in Scotland than in England or Wales per head of population.

In contrast to reducing fire incidents, there has been an increase in false alarms and non-fire incidents over time. False alarms continue to account for over half of all incidents attended – the vast majority of these are due to apparatus false alarms, for which a reduction strategy is in place.

The increase in non-fire incidents in the past five years has been a result of an increase in inter-agency cooperation. In the past three years for example, we have responded to more incidents to effect entry or exit for other emergency services than we have attended Road Traffic Collisions.

It is important to note that along with the increase in non-fire incidents in recent years, firefighters are encountering significantly more fatalities and casualties. Mental health and wellbeing services are in place and continue to be developed to support all our people.

Our workforce profile over the past five years indicates a reduction in headcount with wholetime operational staff noted as having the biggest reduction. In this time, the gender balance has maintained levels on average of 13% female to 87% males. The smallest proportion of females are seen in wholetime operational staff. Nearly two thirds of all staff are over the age of 40. In the 2017/18 statistics, 0.4 % of SFRS staff were recorded as disabled and 1.2% of staff were recorded as belonging to a minority ethnic group. The highest proportion of both these protected characteristics were in support staff roles. This all provides an indication that work needs to continue in relation to balancing resources and the workforce profile.

Maintaining the safety of our people is very important to us. On reviewing our health, safety and wellbeing statistics for 2017/18 it is noted that, based on the previous 3-year average, there is little movement in the total accident injury rate. RIDDOR, reportable accidents and injuries which contributes to this, did however reduce in 2017/18 against the previous 3-year average. It can also be noted that the SFRS rate of accident and injury compares favourably with the other UK Fire and Rescue Services benchmarked against.

2.3 Financial Arrangements

The financial arrangements required to support the SFRS deliver the Strategic Plan and its core business and a programme of change have been well managed. In each year since 2016 the Service has met its financial targets and returned an under spend against the Departmental Expenditure Limit (DEL) funding provided by the Scottish Government. Our external auditor Deloitte concluded in the years 2016/17 and 2017/18, they are content with our arrangements for financial sustainability; financial management; governance and transparency; and value for money.

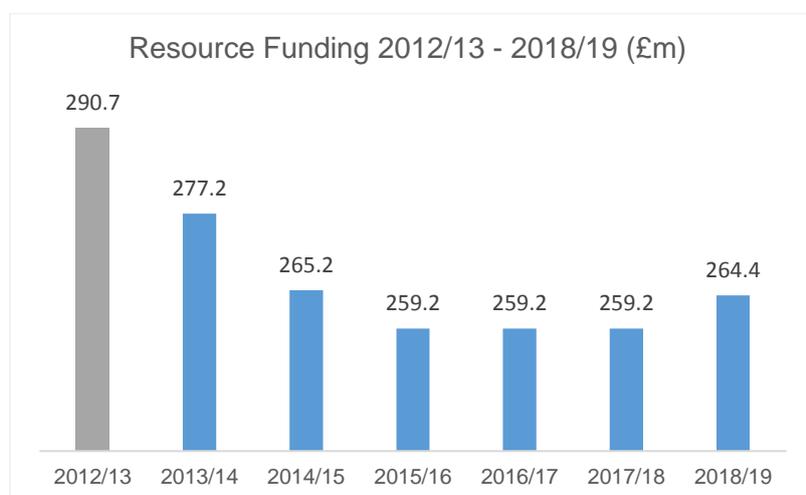
The review of our Financial Planning Tool, which is linked to our operating model, was undertaken in the year 2016/17. This review confirmed that it would satisfy Scottish Government requirements by its ability to present on a wide range of potential operating models and funding scenarios.

This Tool was used to support the development of a Long Term Financial Strategy 2017-2027 which considers our workforce profile, assets and liabilities, funding, operating environment and demands for our services to develop future financial scenarios. This will provide a good base from which to assess the viability of our future strategy.

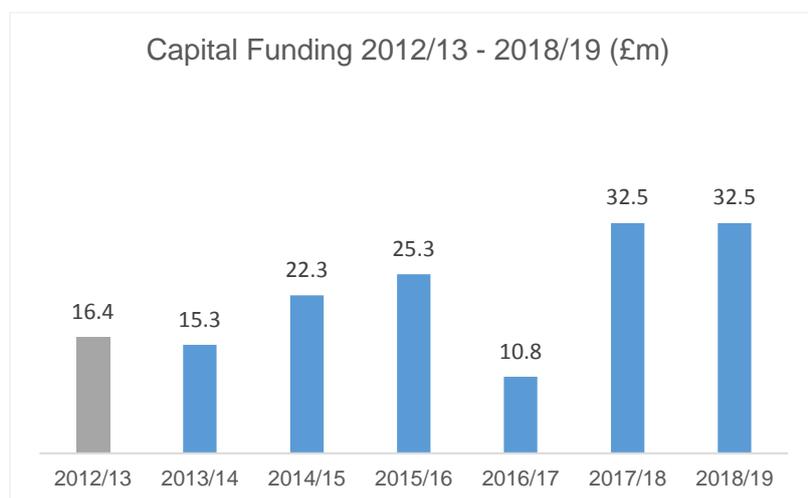
The [Financial Memorandum to the Police and Fire Reform \(Scotland\) Act 2012](#) set a target for SFRS to achieve savings of £328million by 2027/28. We are doing so within a context of reducing budgets; our budget has reduced from £277.2m in 2013/14 to £264m in 2018/19.

We are operating with a £26.2m (9%) reduction in cash terms compared to legacy services. After taking account of significant cost pressures, most notably in relation to pay inflation and government policy changes e.g. employers national insurance this equates to a reduction in real terms of c£47m (15%).

Our Resource Budget is set out below and includes the total resource budgets of the legacy services in their last year of operation for comparison purposes.



Our Capital budget has been variable since 2013/14, our current Capital Budget is £32.5m. In contrast, in 2016/17 we received a Capital Budget of £10.8m, this was a reduction of around 57% on the previous year. Although retained capital receipts did bolster this budget in 2016/17, the variability and uncertainty in Capital allocations has made financial planning more challenging as has the inability of the Service to operate a financial reserve.



2.4 Alignment with Corporate Risk

There needs to be clear sight and management of the risks we face to ensure the priorities of the Strategic Plan and any underpinning actions are successfully delivered.

Strategic risk themes and associated corporate and directorate risks against these themes have been identified, but their relationship to the Strategic Plan is not clear. The lack of high level links, together with segregated manual processing, makes the integration of risk management and strategic planning particularly challenging.

To improve integration, revising the strategic risk themes to be directly associated with Strategic Plan outcomes should be considered. This would pave the way for greater integration and alignment of all underpinning risk registers with business action plans. Such action would improve the identification and mitigation of risks and increase process efficiency by removing duplication.

2.5 Alignment with Equality Outcomes

Equality Outcomes as they are currently defined in legislation should be closely integrated with the organisation's overarching priorities and mainstreamed into the standard corporate reporting mechanisms. On reviewing the effectiveness of integration with our equality outcomes it was found that the current Strategic Plan does not provide an effective mainstreamed approach to equality, diversity, inclusion and human rights.

While a strong message in support of equality and a stand-alone paragraph outlining the SFRS' overall commitment on this topic is an expectation of documents such as the Strategic Plan, it would have been better if this had been complemented by equality interwoven throughout the document demonstrating the mainstreamed approach to equality.

There is an opportunity in revising the Strategic Plan to adopt a more integrated approach with respect to SFRS's obligations and ambitions for equality which would, in turn, support a similar approach in relation to the introduction of the new Performance Management Framework.

2.6 Current relevance of Outcomes and Priorities

To assess if the current outcomes and priorities are still fit for purpose and practicable, the Board, SLT, SMT and Directorate Teams were asked their opinion. Feedback suggested that some adjustments are required to strengthen the language and messaging across the range of outcomes and priorities, with greater emphasis placed on:

- Prevention and intervention
- Responsiveness to risk and building capacity and capability
- Collaboration and co-production
- Organisational development
- Sustainable development and social impact
- Efficiencies and compliance

There were mixed messages on whether Transformation should remain as a separate priority. While some felt it should remain to maintain focus, others felt that it should be incorporated as a key overarching theme of continuous improvement throughout the Plan.

Additionally, the Board suggested that the planning hierarchy could be simplified and recommended that objectives are directly aligned to outcomes, removing the need for set priorities.

2.7 Current relevance to our operating environment

A PESTLE (Political, Economic, Social, Technological, Legal and Environmental) and SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the current operating environment was conducted in November 2018. As well as noting the significant uncertainty and potential impact of Brexit and public sector fiscal challenges, a great deal was noted against the expectations of the Service both from a national, local and legislative perspective.

Being an exemplar of prevention led activity was seen as a strength and our experience and standing in this regard could be built upon to widen our contribution to society and to support other partners and communities through increased collaboration and engagement. It was also noted there was great opportunity to make use of advances in technology to improve both firefighter and community safety.

Our infrastructure and footprint across Scotland is seen as a strength but it was noted that the scale and complexity of the organisation, as well as the existence of legacy cultures and processes, can also present a challenge to our agility to change.

The professionalism and skill of our people was highlighted as a clear strength but more needs to be done with regards to our capability and capacity to support change. This support will help to enhance our response to unique community risks and demographic challenges, to protect the most vulnerable across Scotland and also to provide excellent supporting business services.

However, where the opportunity to transform and expand the role of firefighters exists, it was felt that this needs to be done with caution as not to over stretch. Ensuring appropriate change management arrangements are in place, particularly with regard to appropriately preparing and supporting staff, to ensure success is required.

Governance arrangements were seen as sound but more needs to be done to improve decision making arrangements down through the organisation. Similarly whereby financial management is seen as strong, it was noted there are limitations to our power to plan and invest. We also need to communicate our work more - promoting the SFRS brand through evaluation of our impact and celebration of success.

3. SCRUTINY OUTCOMES

3.1 Justice Committee

During the course of 2018/19 the Justice Committee issued a call for evidence and considered a range of 70 responses to scrutinise whether the three policy objectives of the Police and Fire Reform (Scotland) Act 2012 had been delivered. This included looking at the 2012 Act, how the legislation is being enacted and identifying any unintended consequences and where improvements could be made. On the 25 March 2019 their findings on the SFRS were published in a comprehensive [report](#).

The Committee concluded that the three policy objectives to protect and improve local services; to create more equal access to specialist support and national capacity; and to strengthen the connection between services and communities, in the main, had been achieved or good progress was being made.

A number of positive findings were communicated. This included noting that the merger of eight fire and rescue services into one national service was effectively achieved, and that sound financial management is in place to achieve target efficiency savings. Our financial plans also provide clarity on the investment needed. It was found that we have strengthened our relationship with local authorities in the majority of areas and that our commitment to partnership working has facilitated better local authority input.

The Committee recognised that the dedication, loyalty and hard work of our staff is responsible for our many successes through the phases of merging and integrating, and that the support of our staff is critical in achieving and driving forward transformation.

The report also noted financial risks in terms of capital expenditure needed to maintain and invest in assets, and operational risks in terms of the sustainable delivery of the current Retained Duty System. Concerns were raised over the capacity for firefighters to broaden their role whilst maintaining skills and core competencies. Recruitment issues and staff concerns relating to reduction of staff numbers leading to increased workloads, stress and low morale were also recorded.

An action plan to address these and other areas identified, such as involving staff and local authorities more in our decision making and enhancing performance management arrangements, has been created.

3.2 Audit Scotland

In May 2018, Audit Scotland published a favourable [report](#) on the findings of an audit on the SFRS. Following up on their audit [report](#) of 2015, they found that Board performance and local partnership working still remained as a real strength.

Our ability to continue delivering emergency and prevention services whilst progressing a complex and ambitious programme of reform to meet current and future priorities and risks was noted. As was our continued progress towards full integration and harmonisation of pay and conditions. It was recommended that a full benefits package and workforce planning arrangements to support ambitious transformation plans needs to be agreed to ensure effective delivery.

Strong financial management and long term financial planning was acknowledged - clean audit certificates on the Annual Report and Accounts has also been received each year from external auditors to support this finding. However, it was noted that challenges remain around asset maintenance and investment and it was recommended that a long-term asset management strategy was prepared.

Slow progress on evaluating prevention work and developing a performance management framework were also noted and emphasis was made to progress these.

3.3 Her Majesty's Fire Service Inspectorate (HMFSI)

Since publication of the Strategic Plan 2016-2019, HMFSI has completed and published the findings of eight inspection of SFRS – six local inspections and three thematic inspections.

- The Scottish Fire Service's arrangements for the provision for Operational Risk Information
- Local Area Inspection - Highland (2018/19)
- Local Area Inspection - Glasgow (2018/19)
- Fire Safety Enforcement by the Scottish Fire and Rescue Service (2017/2018)
- Local Area Inspection - Moray (2017/18)
- The Scottish Fire and Rescue Service Operations Control Room in Dundee and Service Delivery and Support in Highland, Western Isles, Orkney Islands and Shetland Islands (2016/17)
- Local Area Inspection - Scottish Borders (2016/17)
- Local Area Inspection - South Ayrshire (2016/17)
- Local Area Inspection - Dundee City (2016/17)

Local Inspection Reports

The Local Inspection Reports published by the Inspectorate indicated, in the main, an overall positive impression of the work carried out by the SFRS in each of these areas.

The positive attitude of staff featured in each of the publications, with the Inspectorate reporting staff showed enthusiasm for SFRS and the local communities served. This favourable feeling generally extended to the Service's transformation progress. However, some concerns were raised about an overabundance of new information and Service documentation that has been published in support of the transformation strategy.

It was noted that many of the Retained Duty System (RDS) units that were included in the inspections were under-staffed which impacted on appliance availability. There are also some frustration on the timespan to recruit new RDS staff. (New recruitment arrangements have since been implemented to improve this).

The varying duration of RDS training nights across Scotland was raised as a source of discontent for some staff, with some RDS staff feeling over-stretched. A number of station-based staff, particularly RDS, expressed dissatisfaction with what they considered to be an over-emphasis on theoretical training and expressed a desire for more 'hands-on' practical training.

The Service's approach to reducing Unwanted Fire Alarm Signals (UFAS) was commended

by the Inspectorate, particularly in those areas that designated a 'Champion' tasked with a reduction role.

The reports indicated that the majority of fire station facilities across the country were generally satisfactory. All had a level of ICT provision, however, some stations did experience issues around connectivity, particularly in the North.

Positive working relationships with partners, elected members and officials were highlighted by the Inspectorate as being productive and well-embedded. The Inspectorate reported that local planning was now in place, however, the absence of local benchmarking and local targets was noted in each of the local reports.

Thematic Inspection Reports

During 2018/19, the Inspectorate carried out a review on the SFRS's arrangements for the provision of Operational Risk Information. The report confirmed that SFRS is able to demonstrate areas in which it meets some of the Health and Safety Executive's expectations. There were, however, some other areas highlighted where the Inspectorate felt improvement was needed. In response, the SFRS has created an action plan specific to the findings with most actions already complete or due for completion within the scope of the project under review.

In 2017/18, the Inspectorate reported on the SFRS's approach to Fire Safety Enforcement. This positive report indicated that the audit team were consistently impressed with the enthusiasm and attitude of SFRS staff within the Enforcement Function.

Furthermore, the Inspectorate was complimentary of the pro-active approach applied by SFRS, recommending that the Service should continue to undertake a high profile approach to inspection work, and develop and refine its approach based on evidence and risk – which is currently evolving and making good progress.

In the previous year (2016/17), the Inspectorate published a report detailing the operation of the SFRS Operations Control in Dundee, the way that the SFRS mobilised to certain incidents, and some delivery and support arrangements in Highland, Western Isles, Orkney Islands and Shetland Islands.

The findings of this report were generally positive and the Inspectorate commended the Command and Controls Future (CCF) programme which they found, on the whole, was well managed and phased in a way that allowed risk to be managed. Furthermore, there was evidence to suggest that learning had been taken from previous phases of the CCF programme to improve the Control transition plan.

This document also reported upon a number of incidents where it was alleged that the Service did not respond appropriately. Following examination by the Inspectorate, they concluded that SFRS responded in line with its policies and procedures. Furthermore, the Inspectorate was satisfied that the Service actively learns from experiences where the outcome was not as the Service would have wished and has changed processes in light of that learning.

3.4 Internal Audit

The SFRS Internal Audit Directorate (IAD) carries out regular audits to provide their overall assurance opinion on risk management, control and governance arrangements. During 2016/17 six audits were carried out in relation to:

- Training and Development
- Command and Controls Futures
- Workforce, Succession Planning and Recruitment Procedures
- Operational Intelligence
- Assurance Map
- Strategic Planning and Delivery.

The findings concluded that the SFRS had provided 'reasonable' assurance, meaning that controls were adequate but required some improvement across all areas.

During 2017-18, six audits were undertaken with 'reasonable' assurance being provided against:

- ICT security of SFRS systems
- SFRS income arrangements including invoice raising and receipting processes
- SFRS Firefighter Training Programme
- Corporate responsibility arrangements.

The following audits had 'limited' assurance being provided, meaning that controls are developing but are weak.

- i-Trent payments and allowances for Retained Duty System
- Fuel management

It was noted, that whilst there was good progress in many areas of SFRS, there was a need now to focus upon the efficient and effective implementation of the developed frameworks, policies and procedures.

Seven audits were scheduled throughout 2018-19, these covered:

- Information Governance (Complete)
- Corporate Governance: Board and Committees (Complete)
- Service Improvement Strategy (Complete)
- Purchasing card arrangements (Complete)
- Internal Audit Processes (Complete - no report required as it was not an assurance piece)
- Corporate Governance: External Engagement (In progress)
- EU withdrawal preparedness (In progress)

Of the four complete audits noted above, three have 'reasonable' assurance being provided. Purchasing Card Arrangements has 'limited' assurance being provided.

The remaining two audits are scheduled for completion by June 2019.

4. STAKEHOLDER VIEWS AND OPINIONS

4.1 Staff Survey 2018

The first of what is to become a regular staff survey was issued in 2018. The results, collected from the 28% of staff which responded, were published in January 2019. The results suggest that staff generally know what's expected of them, and believe they have the knowledge and skills to do their job well. They generally feel they have some flexibility in how to approach their work but fewer staff believe they are encouraged to try out new ideas.

Staff suggest they are able to learn from mistakes and feel well and fairly treated. They are committed to employee safety and feel safe at work. Feeling part of a team and working well together, and line manager support and interactions were all very positively reported.

However, staff have indicated a general feeling of a lack of involvement in decision making and there is a perceived lack of information about changes that affect them. They indicated improvement is required in recruitment and selection processes and in opportunities for advancement. They also believe that pay and associated benefits do not reflect the job that they do, there is a lack of resources they need and some feel workloads are unacceptable.

Staff indicated there is a need to improve how different parts of the Service work together, the level of information circulated, and how lessons learned are shared and achievements communicated. Respondents also highlighted that increased interaction with staff and understanding of staff challenges by senior managers is needed.

4.2 Transformation Consultation 2018

An extensive consultation exercise to gather views on the future of the SFRS was carried out with staff, partners and the public during the spring in 2018. The consultation set out the need for transformation and presented a vision of what could be done.

The exercise generated 1563 responses – 1426 from individuals and 137 from organisations – with 52% of the respondents agreeing to the overall vision for transformation. In response to the six statements posed there was a clear support for the use of technology to improve firefighter and public safety, training and equipping firefighters to meet new and emerging risk, and providing them with improved remuneration in accordance with an expanded role to meet those risks.

Less support was indicated for changing the operating model including station footprint, taking on roles to reduce the burden of other public services, and for adopting a more flexible approach to crewing.

Free text statements from respondents were also assessed. These highlighted the main benefits of transformation as being a means to increase focus on prevention, adapting to new risks and making communities safer through flexibility and partnerships. However, some felt that SFRS should stick to its core functions.

The ability to save lives in an emergency situation, particularly in relation to fires was seen by most respondents as extremely important. Other priorities mentioned included safety of firefighters and the public, and the ability to maintain levels of staff presence in communities, particularly in rural areas.

Concerns were noted in particular to responding to medical emergencies, over extending and its potential reputational risk, associated training and potential funding implications. Other comments also suggested that decisions for change should be evidence based and transparent.

4.3 Local Plan Consultations 2017/18

A revised approach to the development of Local Fire and Rescue Plans was agreed by the Board at its meeting on 28 April 2016. By staggering their development over the course of 2017/ 2018, Local Senior Officers were afforded greater flexibility to align preparations of Local Fire and Rescue Plans with local partnership and community plans such as the new Local Outcome Improvement Plans (LOIPs).

Each individual Local Fire and Rescue Plan was published for consultation at a time appropriate to its respective area. Collectively a total of 230 responses were received from across Scotland - 126 from individuals and 104 from organisations. The vast majority of responses were positive and supported the content of the Plans.

Similar to the Strategic Plan consultation in 2016, many stakeholders praised the shift towards increased partnership working to share risk information. The strong links between the Local Fire and Rescue Plans and LOIPs, as well as other Community Planning arrangements, were positively received. It was suggested that the role partnerships play in the delivery of priorities needs to be expanded on and the absence of targets and benchmarking was also commented on by a few.

The focus on prevention, especially utilising Home Fire Safety Visits, was generally seen as positive. The development of strategies to reduce risk for defined groups such as older people and youths were commended. However, some comments raised concerns about the extension of front line staff's duty to cover additional prevention and social care tasks. Many were worried that the quality of the traditional day job would suffer as a result. Lack of training and staff terms and conditions regarding the expanded roles were also concerns.

Again as with the Strategic Plan consultation in 2016, there was an emphasis on keeping stations open, preventing staff cuts, recruiting and maintaining RDS staff. Ensuring the locations of appliances is logically considered was also raised.

5. CONCLUSION

This review concludes the Service has delivered a sustained programme of change which has been aligned to and supported the intentions set within the Strategic Plan 2016-19. 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 establishing an effective and efficient fire and rescue service for the people of Scotland.

As well as providing reassurances on the delivery of the Strategic Plan 2016-19, this review has provided valuable insight into where we need to refocus our attention to enable continuous and sustained improvement.

Our data results from Section 2.2 for example, suggest continued focus is required on our prevention activity and the flexibility of our response. More work is also required to ensure our people are safe and well, and we have the capacity and diversity in our workforce to deliver our future strategy. A review of the Performance Management Framework and its associated performance indicators would be necessary to ensure continued alignment with corporate strategy and underpinning business plans. In doing so, a line of sight from our data to the Fire and Rescue Framework for Scotland 2016 through our strategy can be maintained.

Despite the challenging economic climate across the public sector, as explained in Section 2.3, we have managed our finances well. In making good use of the Long Term Financial Strategy due regard can continue to be given to balancing financial resources with our ambitions.

Sections 2.4 and 2.5 provide an indication that stronger arrangements should be identified to integrate our management of risk and delivery of equality outcomes through our strategic and business planning.

As detailed in Section 2.7 our PESTLE and SWOT analysis served as a useful tool to draw together elements of our operating environment. Giving us clear sight of where we are working well and where we have further opportunities to exploit, and challenges to overcome, to secure improved outcomes for the Service and the communities of Scotland.

As we have worked towards achieving our strategic priorities, independent scrutiny outcomes suggest we have maintained sound management and control arrangements. As evidenced at Section 3, there has been no major failures identified in the delivery or management of our services. The areas for improvement identified are very much welcomed and should be considered as part of a collection of development themes.

Stakeholder's views, as noted in Section 4, also positively acknowledge the work that we have been doing. But there is an indication further improvement and development is required in certain areas. This type of feedback is invaluable and should be used to strongly influence our strategic direction going forward.

This review therefore provides a clear message that there is now a requirement to refresh our strategic focus within the new Strategic Plan for 2019-22. To support the development of the next Strategic Plan and our ongoing improvement, a summary of the emerging themes from the review is provided at **Appendix 2**. These themes naturally fall into four overarching groups from which outcomes should be developed.

6. RECOMMENDATION

It is recommended the findings of this review are used to support the development of our Strategic Plan 2019-22. A strong message is required which reinforces our commitment to our core duties and to the safety and wellbeing of our people. This should be balanced against our ambitions for continuous improvement and long term sustainability.

As identified by this review, the focus of our strategy should be built around four theme groupings of:

- Prevention and protection activities
- Response and service delivery
- Organisational development
- Maximising value.

These should be developed as long term outcomes and be supported by a broad range of objectives from which key actions can be identified to drive forward our strategy. The development of a new Plan should give full regard to the Long Term Financial Strategy 2017-27 to ensure resources can match our intent.

A review of the Performance Management Framework should be carried out to ensure robust monitoring of progress against the new Strategic Plan and associated business plans

Greater consideration of improving equality mainstreaming throughout the Strategic Plan should be taken into account. It is also recommended a review of the Strategic Risk Register is undertaken with the view of developing a closer alignment to the outcomes identified in the new Strategic Plan.

Strategic Plan 2016-19: Key achievements and current activities

STRATEGIC PRIORITY: IMPROVED LOCAL OUTCOMES	
STRATEGIC OBJECTIVE	
<p><i>We will work in collaboration with our partners and communities in a flexible and responsive manner to ensure our collective resources jointly tackle issues related to inequality and protect those at greatest risk.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2016/17 our Fire Safety Enforcement, Fire Investigation and Fire Engineering Functions were reviewed to ensure an equitable distribution and balance of resources. • The SFRS is firmly established as a leading partner in Building Safer Communities Programme – a collaborative initiative that sees local partners and communities work together to make Scotland safer and stronger. The SFRS leads phase two of the initiative, which focuses on the reduction of unintentional harm in Scotland. • The SFRS contributes to a number of Health and Social Care Partnerships at Scottish Government and Local Senior Officer Area level, benefits of such partnerships include referral pathways and the provision of fire risk awareness training to NHS staff. • The SFRS has signed the Technology Charter Dementia Pledge – the charter is a call to action for joint working to actively promote the use of technology in health and social care and to benefit the increasing number of people living with dementia in Scotland and their families. The NHS, The Scottish Government, Alzheimer Scotland, Tunstall and Tynetec have all signed up to the Charter. • The SFRS has developed and continues to deliver the Fireskills Programme and Employability Award. The Fireskills Programme is effective in challenging the attitudes and values of young people, enabling them to build a range of core skills for life, learning and employment as well as contributing to a reduction in service demand. The Fireskills Employability Award formalises this learning and is delivered through four programmes per year. It is an accredited programme for young people who are cared for in Her Majesties Young Offenders Institute, Polmont, as part of a reintegration protocol. Achievers attain four credit points at SCQF level 4. • In 2016/17 the SFRS implemented a Corporate Parenting Plan to meet our duty in providing young people, who are in or have experienced the care system, with support and opportunities to reach their full potential.

	<p>Current activities:</p> <ul style="list-style-type: none"> • A member of the SFRS is seconded to work within the Wheatley Group – a housing, care and property-management <i>group</i> - extending the proven successful model in Glasgow City Local Senior Officer area across Scotland. The seconded post provides fire safety advice and information to tenants through a dedicated team of fire safety staff. • A member of the SFRS is seconded to deliver Adverse Childhood Experiences (ACEs) Awareness Sessions to Community Safety Engagement (CSE) staff across the country to allow CSE staff to tailor their delivery of local community safety messages and initiatives when children who have experienced stressful or traumatic experiences in the past are involved.
<p><i>We will ensure that the safety and wellbeing of our communities is improved by working with them to build their knowledge and capacity, and providing targeted education and awareness campaigns using innovative technologies and new media platforms.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2016/17 a review of the delivery of Community Safety Engagement (CSE) activities to support the widening of the CSE remit was undertaken. This led to the creation of a Safety House - a significant training resource for partners and trainees - and the inception of a wider Safe and Well Project to support a collaborative approach to reducing unintentional harm within the home. • In response to the Grenfell Tower fire in June 2017, the SFRS provided overt and robust public reassurance, a consistent and timely response to the high volume of information requests and detailed information and guidance to our staff to deliver a consistent message. • In 2017 the SFRS joined a Ministerial Working Group set up to address high rise building and fire safety concerns which saw us working with local councils, housing associations and key partners to prioritise Home Fire Safety Visits and provide advice to tenants and residents of high-rise properties around how to keep safe in the event of a fire. <p>Current activities:</p> <ul style="list-style-type: none"> • Post Grenfell, the Ministerial Working Group has requested that the SFRS deliver a white goods fire safety campaign. The campaign focuses on specific white goods being left switched on and unattended. This initiative is scheduled for launch in early 2019.
<p><i>We will develop robust evaluation methods and resources to determine our impact on local outcomes and contribution to social value.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2017/18 following a statutory review, revised Local Fire and Rescue Plans for each Local Authority were introduced. A flexible approach to their development timeline was adopted to align with the preparation of the Community Planning Partnership’s Local Outcomes Improvement Plans and other local planning arrangements. • In 2016/17 a suite of performance data was made available to Local Senior Officers to support the analysis of a wider range of local data to create a holistic view of community risk and identify priorities.

	<ul style="list-style-type: none"> • Since 2016/17 the SFRS has supported the Scottish Government’s Social Impact Pledge initiative to highlight our commitment to delivering benefits to communities across Scotland. • A Serious Fire Task Group has been created to regularly review all fatal fire incidents and serious fires across Scotland. The group examines the known factors surrounding the incident(s) and the actions taken nationally and locally to improve outcomes. • The SFRS has established a partnership with The British Research Establishment (BRE). Supplying domestic fire data to assist them to undertake a full analysis of fires within domestic properties, focusing on fire severity, sources of ignition, time of day and fire casualty details. <p>Current activities:</p> <ul style="list-style-type: none"> • The development of a Prevention and Protection Evaluation Policy that will evaluate the effectiveness of our community safety engagement work, and identify and share best practice across the Service. • The review of our Fire Investigation Model to ensure we meet the recommendations of the 2017 Off Station Structure Review and to assist us to achieve ISO17020 accreditation, allowing us to remain a competent partner in multi-agency investigations beyond 2020.
<p><i>We will further develop our approach to better regulation by working closely with dutyholders to ensure the built environment is safe from fire.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • A Fire Safety Enforcement Framework was introduced in 2017 setting out the principles, policies and priorities for Fire Safety Enforcement, contributing to improving fire safety outcomes in partnership with the Scottish Government, Local Authorities, and other key stakeholders. • In 2018 the SFRS developed and implemented an amended building warrant consultation procedure in conjunction with Local Authority Verifiers and Local Authority Building Standards Scotland to ensure a consistent approach to consultations throughout Scotland. <p>Current activities:</p> <ul style="list-style-type: none"> • The development of a risk rating methodology for Fire Safety Enforcement to inform future audit frequencies and provide statistical analysis on fires, compliance and fire safety measures against premises types.

STRATEGIC PRIORITY: NATIONAL AND COMMUNITY RESILIENCE	
STRATEGIC OBJECTIVE	
<i>We will take a lead role with partners in designing co-ordinated plans to manage the effects of major emergencies.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> In 2017/18 the SFRS participated in a Tier 1 UK National Training Exercise, Border Reiver, designed to test the response of emergency services and to provide the means to assess and validate plans and identify areas of improvement. The SFRS worked effectively with partners to ensure the safety of several large scale events such as the Commonwealth Games, European Championships, Ryder Cup, and the visit of the US President. Marauding Terrorist Firearms Attack (MTFA) training has been delivered to identified staff. The SFRS has also procured Personal Protective Equipment, medical equipment and operational equipment to support this type of incident. <p>Current activities:</p> <ul style="list-style-type: none"> Significant Brexit preparatory work is ongoing to ensure the continuity of emergency services.
<i>We will take a lead role with partners to enhance the protection of critical national infrastructure.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> In 2016/2017 the SFRS adopted a National Resilience Model. Supporting policies and procedures continue to be developed to embed the model within our culture, securing enhanced resilience.
<i>We will lead the way with our partners to secure enhanced community resilience.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> New Powered Respiratory Protective Suits have been issued to designated operational Mass Decontamination stations across Scotland as we continue to update our response to Chemical, Biological, Radiological and Nuclear (CBRN) incidents in line with Scottish Government's CBRN Strategy for Scotland and the SFRS CBRN Concept of Operations. <p>Current activities:</p> <ul style="list-style-type: none"> Work is ongoing to highlight and address areas for improvement identified during a Scotland-wide CBRN audit.

STRATEGIC PRIORITY: MODERNISING RESPONSE	
STRATEGIC OBJECTIVE	
<i>We will ensure that the way we respond to emergencies when they occur is tailored to meet the specific needs of communities.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2018/19 the SFRS established a dedicated team within Central Staffing to standardise and improve Flexi Duty Manager (FDM) processes and management of availability to enable FDMs to fulfil their responsibilities more efficiently. • As part of the modernisation programme of the SFRS front line appliances, a £4.2M investment saw the Service deliver seven new state-of-the-art Working at Height Platforms. • In September 2017 the SFRS officially opened a state-of-the-art Operations Control in the North Service Delivery Area, bringing the total number of SFRS Operations Control serving Scotland to three, with the remaining two protecting the East and West. • Since the creation of the SFRS, four new dedicated Water Rescue Units and 15 new vehicles have been introduced, bringing our total number of units to 20. The crews in these units are trained and equipped to ensure they can respond quickly and effectively to help people who find themselves in difficulty in rivers and stretches of open water. • In 2016/17 the SFRS developed and implemented a Common Duty System across Scotland. All frontline staff now work to a five watch duty pattern. <p>Current activities:</p> <ul style="list-style-type: none"> • Following the implementation of our three Operations Control rooms, the Service continues to progress the design and implementation of a new Command and Control Mobilising System to further enhance resilience and emergency call handling capability. • The new Operational Intelligence System (OIS) continues to be embedded in Local Senior Officer area working practices, providing a standardised solution across the SFRS ensuring operational staff, regardless of their location, have risk information and mapping for the whole of Scotland at their fingertips on new cutting-edge, detachable tablet devices in our fire appliances.

<p><i>We will work to ensure that the range of our emergency response roles is enhanced to meet emerging demands and improve life outcomes.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2018 the Operational Assurance (OA) Function produced of a suite of new and updated policy and procedural documents to provide clear guidance and support for all personnel in order to develop a more efficient and streamlined OA process to support firefighter safety. • In 2017/18 the Community Asset Register, which enables the safe identification, mobilisation and management of volunteer assets, was developed and made available to the three regional Operations Controls. • In 2018 /2019 SFRS rolled out a new Foul Weather Personal Protection Suit as part of its individual Personal Protective Equipment due to climatic changes and to allow further diversification of the firefighter role to enhance local resilience. • During 2017 the SFRS completed the standardisation of the Breathing Apparatus (BA) roll out across Scotland - a £5.2m investment to ensure that our firefighters have the most modern and up to date BA kits available. <p>Current activities:</p> <ul style="list-style-type: none"> • The SFRS continues to plan and prepare for the introduction of the new Emergency Services Network (ESN) communications system which will replace the existing Airwave mobile network. • New Structural Firefighting PPE continues to be rolled-out throughout Scotland to further enhance firefighter safety. • The deployment of a further 60-70 new frontline appliances are planned over the next two to three years.
<p><i>We will work with property owners to ensure that they are supported to reduce unwanted fire alarm signals.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In February 2018 the SFRS introduced a new online Unwanted Fire Alarm Signals Recording System (URS) to support managers to develop effective reduction strategies in their local areas.

STRATEGIC PRIORITY: WORKFORCE DEVELOPMENT	
STRATEGIC OBJECTIVE	
<i>We will develop plans to ensure that our current and future workforce needs are understood and planned for.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2019 the Workforce and Strategic Resourcing Plan was published by the Service, supporting us to maintain a working structure that provides an efficient, high performing and continuously improving service. • Annual resourcing action plans are attached to the Workforce and Strategic Resourcing Plan. The 2019 resourcing action plan has been prepared, with a key focus on succession planning, in accordance with the SFRS Strategic Plan, Financial Strategy and Service Transformation Programme for 2019/20. • The first SFRS staff survey was completed in October 2018 and analysis was collated during November and December. In early 2019, progress will be made to communicate the results to staff and create a corporate action plan
<i>We will seek to be an employer of choice that better reflects the diversity of the people of Scotland.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2018 our Employee Benefits Framework was extended through the agreement of a policy allowing support staff to apply to purchase additional annual leave. • In 2018 SLT approved the implementation of a legal position regarding holiday pay and overtime. The first payments will commence in February 2019 and systems are in place to incorporate in-scope payments at the point that holidays are taken. • The SFRS Youth Employment Strategy was agreed in 2018. This document recognises the need to have a workforce profile that is representative of the diverse communities that we serve and promotes the SFRS as an employer of choice for young people. As part of the Strategy and associated Balancing the Workforce Profile Action Plan, the SFRS has recently signed up to a programme known as Career Ready which is a UK charity offering one to one mentoring support and a four week paid work experience placement for S5/6 high school students. • Negotiations with the representative bodies on the standardisation of wholetime uniformed terms and conditions were concluded in 2018 and the collective agreement was agreed. • A Balancing the Workforce Profile Plan was introduced in 2017/18 to address under representation of certain groups.

	<p>Current activities:</p> <ul style="list-style-type: none"> • SFRS is an Employer Provider of the Modern Apprenticeship Framework for Firefighters. A process is being developed to integrate future firefighter programmes in order to receive funding contributions via the Apprenticeship Levy. • The implementation of the whole-time standardised uniformed terms and conditions is ongoing, including the development of associated policies and procedures and two-way communication with staff to inform them of progress. • Negotiations have continued throughout 2018/19 on the standardisation of Retained Duty System terms and conditions and work is underway to obtain a collective agreement with representative bodies.
<p><i>We will continue to safeguard the health, safety and well-being of each employee.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2018/19 the Health and Safety Executive concluded a review of the SFRS Health and Well-being services with the results of the report being presented to SLT in early 2019. • In 2017/18 a review of Post Incident Support Services was undertaken resulting in single support provider being introduced in early 2019, supporting our commitment to develop, implement and embed SFRS mental health and wellbeing arrangements. • In 2018 a series of mental health resources were published to support staff and managers. These will be supported by a revised and improved post incident support services. • During 2018 harmonised counselling services were introduced across the SFRS ensuring staff have access to the same level and quality of service regardless of their location or role • In 2018 firefighter fitness programmes and functional movement screening were introduced as we continue to develop, implement and embed firefighter fitness, physical activity and musculoskeletal risk reduction arrangements. This will be further supported by a review of rehabilitation and physiotherapy services during 2019/20. • Bespoke health and safety improvement plans have been developed for each Service Delivery Area and Directorate and progress against these is monitored through The National Health and Safety Board. This will continue throughout 2019/20. • Delivery of the Balmoral Bar Action Plan recommendations, given by the Health & Safety Executive following the incident, has been concluded, improving the safety of our firefighters. • In early 2017 legal standards for accident investigation within the SFRS were fully embedded into our practices.

	<p>Current activities:</p> <ul style="list-style-type: none"> • A SFRS Management of Risk at Operational Incidents Framework has been developed and will be embedded across the Service during 2019/20. This framework is a recommendation of the Balmoral Bar Action Plan. • The SFRS is currently reviewing our rehabilitation and physiotherapy services and a revised service provision will be introduced during 2019/20. • Work has begun on the development of an in-house Health and Safety Management Information System (HSMIS) and the roll out of Phase 1 of the system 'Event Reporting' will be delivered in May 2019 to support the effective reporting and monitoring of health and safety related events.
<p><i>We will work to ensure that our workforce is highly skilled and empowered.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2017/18 SFRS launched its Learning and Development Framework to enable the wider development of organisational performance and culture; strengthen capability and build resilience. • During 2018/19 the first Strategic Leadership Programme was launched with 58 staff members across Scotland taking part. A further three members of staff took part in the first Executive Leadership Programme which was launched in 2018, with three more planned to take part in 2019/20. • Since the introduction of the Supervisory Learning Development Programme in October 2017, 11 Supervisory Manager Induction sessions were delivered to employees with a focus on supporting our newly promoted managers. • In 2016/17 SFRS launched two new training facilities in Orkney and Shetlands to allow for an enhanced local training provision of the crews protecting these island groups. • In 2016/17 the SFRS delivered its 'Invest in You' Programme as part of our commitment to continuous learning that ensures our people have the skills, knowledge and experience to deliver the benefits of reform. <p>Current activities:</p> <ul style="list-style-type: none"> • Since 2016 our programme of wholetime firefighter foundation training has seen 439 students completing the intensive 14 week programme and are now deployed onto our frontline supporting operational response right across Scotland. • The development of a new £12million state-of-the art training facility at Newbridge to ensure firefighters are trained and equipped to respond to core duties and new and emerging risks.

	<ul style="list-style-type: none">• The redevelopment of the current training facility at Portlethen.• A review of our Training and Employee Development Function is scheduled for early 2019. The review aims to benchmark current operational training against legislative requirements and best practice and to identify any opportunities for training to be delivered more efficiently.• The introduction of a Training for Operational Competence Framework for Flexi Duty Managers is currently ongoing as part of an overall three-year delivery strategy.
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STRATEGIC PRIORITY: GOVERNANCE AND SOCIAL RESPONSIBILITY	
STRATEGIC OBJECTIVE	
<i>We will continue to ensure that our decision making processes are transparent and evidence led.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> • Each year the SFRS Annual Report and Accounts continues to receive clean audit certificates from the external auditors. This acknowledges sound and prudent financial management despite the fiscal challenges and changing operating environment. • In response to an Audit Scotland recommendation, the SFRS Long Term Financial Strategy 2017-2027 was developed and published. • In 2017 a Board induction programme was prepared to support the appointment of three new members. The programme was reviewed and enhanced to support the appointment of six new Board members in 2018, ensuring all new members are fully prepared for their new role. • An annual review process of the Board and our Committee arrangements has been established to ensure our challenge and scrutiny arrangements remain fit for purpose and are effective. • In 2017/18 a review of executive and senior management groups was undertaken. This resulted in the introduction of a more effective Executive Board and supporting management group decision-making and assurance structure. • Substantial preparatory work was carried out to ensure that the SFRS and those staff members who handle sensitive data were aware of and wholly compliant with the General Data Protection Regulations (GDPR) that came into force in May 2018. This included the development of an Information Asset Register and Information Sharing Protocols. • A review of the SFRS Equality Outcomes was carried out in 2016/17 resulting in revised outcomes being published. A revised mechanism for reporting on Equality Outcomes was included within the scope of an Equality and Diversity Review conducted in 2018. A mainstreaming report was produced to provide significant detail on our equality performance. • In 2016/17 the SFRS published a Code of Governance that sets out good practice in relation to leadership and accountability. • In 2016/17 a review of the Governance Assurance Framework was undertaken resulting in a more effective assurance process. • Continuing the two series established by the Scottish Government, the SFRS took on the responsibility for the publication of statistics in 2016/17. These cover fire safety and organisational statistics and statistics on incidents attended in Scotland. SFRS is working towards publishing these as Official Statistics and demonstrating to the Office for Statistics Regulation that we are fully compliant with the Code of Practice for Statistics.

	<p>Current activities:</p> <ul style="list-style-type: none"> • Work is progressing on the development of a revised Procurement Strategy. • Following a review of Legal Services, work is ongoing to implement the recommendations of the review. This includes securing an appropriate resourcing structure which includes a Head of Corporate Governance and two Senior Solicitor roles.
<p><i>We will develop our approach and strengthen our commitment to protecting the environment and achieving greater sustainability.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2017/18 the SFRS published its new Environmental Policy and Objectives which replaced the Environmental Strategy 2014-17, re-affirming our commitment to the environment. Some of our key environmental achievements include: the formation of the Sustainability Team; the award of a single service waste management contract; and the provision of Environmental Awareness and Compliance Training e-learning modules. <p>Current activities:</p> <ul style="list-style-type: none"> • Work is in the final stages to develop an Environmental Management System which will support continuous improvement of our environmental performance and raise awareness across the Service. • The SFRS five year Carbon Management Plan is in its final stages of development, highlighting our commitment to supporting the Scottish Government’s carbon reduction targets.
<p><i>We will develop a performance framework that enables effective management of risk and supports effective scrutiny, challenge and improvement.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • The SFRS introduced a Performance Management Framework in 2018 defining how we will manage our overall performance and introducing a comprehensive suite of performance measures. <p>Current activities:</p> <ul style="list-style-type: none"> • Preparatory work has begun to deliver a SFRS Sustainability Framework – this document will widen our current sustainability reporting, carried out as part of the Annual Report and Accounts, and allow us to detail our sustainability commitments and report upon them in a more structured and focussed way.

<p><i>We will embed effective communication and engagement in all that we do.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2018/19 the SFRS published its Gaelic Language Plan 2017-2021. This highlights the activities we will focus on to identify current use of Gaelic within our workforce, service provision and within our corporate functions to promote the sustainability of Gaelic throughout Scotland. • In 2016/17 the SFRS Communications and Engagement Strategy was published detailing key principles of engagement and consultation across the SFRS and setting out a direct and consistent approach and standard. <p>Current activities:</p> <ul style="list-style-type: none"> • The £6.5 million refurbishment of McDonald Road Fire Station to provide a modern and efficient working environment for staff, and a Community Engagement Centre for the people of Edinburgh which includes the Museum of Fire.
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STRATEGIC PRIORITY: TRANSFORMATION	
STRATEGIC OBJECTIVE	
<i>We will explore new ways of working to meet Scotland's future needs.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> In 2018 a public consultation exercise to seek views on transformation plans was carried out. This generated over 1,500 responses, indicating a 52% backing for our transformation proposals. Subsequently, a high-level plan was created to take forward the outcomes of the consultation exercise. A review of the Programme Office working practices has been completed and the Programme Office is fully embedded to support the delivery of Service Transformation and Major Project Programmes. <p>Current activities:</p> <ul style="list-style-type: none"> A project has begun to develop and implement a SFRS Cadet/Youth Scheme that will be open to young people in Scotland, providing them with a range of skills that will support them as they move into further and higher education, and the workforce. The SFRS Safe and Well Project, which relates to the extension of our operational staff's prevention role to support health and quality of life outcomes for those most at risk in our communities, continues to gain pace. A significant amount of research is being carried out and analysis has been completed forging the strategic direction of the Project.
<i>We will continue to make better use of digital technology to improve how we work.</i>	<p>Key achievements:</p> <ul style="list-style-type: none"> The SFRS Digital Strategy 2014-17 was replaced by a new three-year Strategy for 2018-21 in December 2017. The original strategy led the development of our ICT infrastructure and enhanced our core services such as telephony, and wide and local area networks ensuring our resilience. In 2016/17 the SFRS completed its Strategic Intent Programme in relation to property estate to the agreed timetable. The programme included delivery of: a single national training facility; four strategically located Asset Resource Centres; three Operations Control Rooms, three Service Delivery Headquarters; and a main ICT Data Centre at Johnstone. <p>Current activities:</p> <ul style="list-style-type: none"> ICT's annual workplan 2018/19 - which aims to harness and exploit the potential of ICT, maximising value from our investments, to enhance service delivery functions - has been approved and continues to be actioned. The workplan reflects the high level objectives for the first year of the SFRS Digital Strategy 2018-21, including: completion of the Modern Desktop Project; Operational Intelligence System Rollout across the Service; and achievement of Cyber Essentials security standard.

<p><i>We will continue to manage and deploy our assets to meet the different needs of our communities.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • In 2018/19 the SFRS delivered its Rapid Response Unit Programme which saw 34 stations receive the new seven-tonne appliance that is kitted out with a range of specialist equipment. • In 2018/19 the SFRS introduced a new RDS/Volunteer Support Watch Manager role that will deliver strategic change in terms of operational response, reducing the non-operational burden on RDS crews and actively engaging in genuine partnership working to improve the lives of people in our rural communities.
<p><i>We will continue to explore how we maximise efficiency and productivity within our organisation and partnerships.</i></p>	<p>Key achievements:</p> <ul style="list-style-type: none"> • The Service Improvement Strategy 2018-21 was published in 2018 and a supporting three-year delivery programme is under development. • All Soft Facilities Management services and staff currently engaged by the SFRS were transferred to Sodexo Limited on 1 March 2019; these include cleaning, caretaking, catering, waste uplift and management, security and hygiene services.

Emerging Strategic Themes

Suggested Outcomes Themes	Emerging Themes	Data	Outcomes and Priorities	PESTLE/ SWOT	Scrutiny	Staff Survey	Transformation Consultation	Local Plan Consultation	Board Discussions
Prevention/ Protection	Focus on Prevention/ targeted strategies/ safer communities/ safe and well	[Blue bar]			[Blue bar]		[Blue bar]		
	Expanded collaboration/ partnership working								
	UFAS and FSE arrangements								
Response/ Service Delivery	Responsiveness to risk / flexibility/ quality of response	[Green bar]					[Green bar]		
	Increase contribution/ widen role of firefighter			[Green bar]					[Green bar]
	Maintain presence in communities								
	Level of information requirements				[Green bar]				[Green bar]
Organisational Development	Building capacity and capability/ resource to do job/ training and equipment		[Orange bar]				[Orange bar]		
	Recruitment/ career progression and development/ reward and benefits								[Orange bar]
	Integration of equalities/ inclusive workforce profile	[Orange bar]							
	Manage expectations/ over-extending/ workloads			[Orange bar]					
	Change management arrangements								
	Communication/ engagement/ information sharing arrangements/ level of information								[Orange bar]
	Better inter-Directorate working/ maintain strong team working								
	Decision making arrangements/ co-production			[Orange bar]					
Staff safety and mental health and wellbeing									
Maximising value	Sustainability and social impact/ its evaluation and communication		[Yellow bar]						[Yellow bar]
	Efficiency and compliance				[Yellow bar]				
	Risk Management/ appetite/ governance arrangements								[Yellow bar]
	Financial control and asset investment								
	Use of technology to improve safety/ research and development/ innovation			[Yellow bar]			[Yellow bar]		
	Performance management/ benchmarks and targets					[Yellow bar]			
	Local initiatives into national policy/ political influence	[Yellow bar]							
	Environmental protection								[Yellow bar]