

STRATEGIC PLAN 2016-19 CONSULTATION: COMMENTS AND RESPONSES

No	Org	Out	Have we chosen the right outcomes?	Pri	Have we chosen the right priorities?	Obs	Have we chosen the right objectives?	Have you any other views on our draft Strategic Plan 2016-19?
1		N		N		N		
2		N	I understand that our outcomes need to be proactive however I feel that there has been so much change in the service recently coupled with an increasing and diversified workload that one of our outcomes should be to create stability and improve morale I feel that this is now vital for the service to address to enable it to achieve all of its other outcomes.	N	I understand that our priorities need to be proactive however I feel that there has been so much change in the service recently coupled with an increasing and diversified workload that one of our priorities should be to create stability and improve morale. I feel that this is now vital for the service to address to enable it to achieve all of its other outcomes.	N	I understand that our objectives need to be proactive however I feel that there has been so much change in the service recently coupled with an increasing and diversified workload that one of our objectives should be to create stability and improve morale. I feel that this is now vital for the service to address to enable it to achieve all of its other outcomes.	
3		N		N		N		no
4		N	I feel that the stated outcomes have all been named with the best of intentions. However I feel that I the current financial climate the service is (in my view) trying to do too much with less resources In particular making our communities more resilient and people free from harm against we are responsive and flexible in meeting needs - I feel that concentrating on one impact on the other. There are other services in the community that can assist in making communities more resilient but they cannot respond to emergencies like we can. That should be given a greater emphasis	N	Please see my comments above	N	Again, at a time of financial pressures I feel that we should concentrate on our core functions as an emergency service. Our partners are better suited to educating communities	Despite my comments I must stress that I feel our Plan is well intentioned - However I am uncertain in our capability (not desire) to achieve it
5		Y		N	I would have thought that providing safety in the Community would have been an initial priority	N		
6		N	I would like you to include 'enhance' as well as protect the environment you could do this at all your own properties to extend green networks of biodiversity to enable species to migrate in the face of climate change	Y		N	Under improved local outcomes:- again include 'enhance' our natural environment as well as protect, you could do this at all your own properties to extend green networks of biodiversity to enable species to migrate in the face of climate change Under Modernising response:- I would like you to include we will work with property owners to reduce the impacts of extreme weather events and slow onset climate change e.g. more sunshine may mean more fires - glass left on windowsills acting as lens? Under governance and responsibility:- include enhancing the environment?	Include something that recognises your duties as a key player under the Climate change (Scotland) Act 2009?

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7	Argyll and Bute Health and Social Care Partnership	Y		Y		N	<p>Whilst referenced public sector reform in your draft strategic plan and your outcome reflect high quality continuously improving, efficient public service. The importance of this has not been emphasised enough within your strategic priorities and objectives - the one comment on transformation is to soft focus should be on driving out efficiencies within SFR and in partnership with public sector bodies etc.</p> <p>The link to improved local outcomes re SOA , should be strengthened from collaboration to co-production, (ensuring participation and commitment) should be clearly stated in and incorporated in the evaluation objectives.</p> <p>From the health and care perspective we value and would wish to work with SFR to support the enhancement of your emergency response role both in capability and capacity particularly in rural areas building community resilience alongside other statutory agencies and 3rd sector e.g. RNLI, Search and rescue etc addressing not only 999 emergency but supporting health and well being to most vulnerable in our communities covering conditions such as obesity, mental illness, old age and frailty.</p>	<p>Your draft strategic plan outlines what objectives you have for the next 3 years. What is does not show in my view is a picture of what SFR will look like in 3 years · what will change to address the drivers and challenges you have clearly described. This will allow you to clearly articulate how you are meeting your vision.</p> <p>A strategy is meant to tackle 3 fundamental questions: 1- Where are we now, 2-What will we look like (where do we want to be), 3- How will we get there</p> <p>Also we are not clear on the statement concluding with ."social value" if asked the question what will people see from the SFR? - will you be conducting a economic appraisal and social return on investment analysis demonstrating what?..para 30 states "This provides evidence that there is a close relationship between wider social and economic issues, fire related incidents and unintentional social and personal harm"....how does the above correlate with what you will do?</p> <p>Finally some specifics</p> <ul style="list-style-type: none"> • Section 34 – Welcome continued partnership working/ team work and protection of health care, SAS, EMRS, staff in hazardous areas such as terrorist related incidents. • Section 50 – Assessment of slip, trip and falls must link in with the work we are doing with SAS for prevention May reduce call outs and home visits on Health Service, support addressing inequalities and provide a co-production response supporting all agencies including identifying risk to SFR • Section 51 – Register and information sharing of vulnerable people is key subject to data protection and is clearly of mutual interest and benefit to health organisations and SFRS. Our experience of major incident in Kintyre due to the heavy snowfall must be seen as a lesson to improve • Section 53- Being part of a multi disciplinary team responding to vulnerable people would worth exploring - link to section 50 (forgive the repeated emphasis but this is an obvious of how SFR could explain how it will look like in 3 years time). • Section 55 – Youth Engagement and education could be used in relation to the OHCA strategy whereby training more people in CPR and development of first responder scheme and clearly career pathways. • Section 56 – Linking into health and social care in local areas. Absolutely key and Argyll and Bute HSCP very keen to work more closely with SFR to develop sustainable, resilient, high quality and cost effective public services. We have established locality planning groups for health and social care and would be happy to have SFR input and representation as we progress our 3 year Strategic plan implementation at locality level, please contact me for more information: Further info on A&B HSCP strategic plan can be found here: https://www.argyll-bute.gov.uk/health-and-social-care-partnership • Section 73 – Continue with the OHCA trial and roll out ASAP this will save lives. Thanks for the opportunity to respond to your strategic plan, I hope these comments are helpful, very best wishes for finalising this very important road map for SFR.
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8	West Lothian Council	Y	The Outcomes, Priorities and Objectives chosen as a national aim would fit well with the needs of the communities within West Lothian.	Y	The 6 Priorities chosen suit the needs of West Lothian Community. We support SFRS working to improve local outcomes, taking on the importance of having a social responsibility and governance structure and meeting the challenges of service transformation that promotes the modernisation of the service delivery. By ensuring that the workforce development is developed, the service will continue to be equipped to deliver proportionate national and local community resilience. All in all, the 6 priorities appear to be well balanced and appropriate.	N	<p>Whilst West Lothian Council is of the opinion that the Objectives listed are appropriate, we do consider that a further objective is required under the Governance and Social Responsibility priority:</p> <p>This should cover the requirement to share raw statistical fire data at the earliest opportunity (Daily) as per previous arrangements.</p> <p>This is crucial in order to provide Partnership analysts the opportunity to analyse local data for Community Safety Partners to make joint decisions on what the communities require in respect of early intervention and further prevention. Not having this data provides barriers to providing a measured response to concerns and risk areas, tracking hot spots and providing evidenced analytical reports.</p> <p>Strategically it will enable the following objectives to be delivered under improved local outcomes and Governance and Social responsibility;</p> <ul style="list-style-type: none"> • We will work in collaboration with our partners in a flexible and responsive manner to ensure our collective resources protect those at greatest risk and that we jointly tackle issues of inequality • We will continue to ensure that our decision making processes are transparent and evidence led. 	West Lothian Council Supports the Draft Strategic Plan 2016-19. The point made above at number 7 regarding the SFRS objectives is confirmed with the contextual explanation on page 29 under the headings Information systems and technology and Communications and working with stakeholders. Whilst we support the development of ICT systems, it has to be in conjunction with being able to provide partners the data by which they can carry out the analysis of need in the communities
9		Y		Y		N	<p>The wording however of one of the objectives is slightly skewed.</p> <p>should it not read "We will seek to be an employer of choice to ensure that we employ the best person for the job"?</p> <p>As it is currently written it suggests that race is more important than actual ability and the fire service that I know and care for treats everyone equal.</p> <p>There should also be an inclusion into the objectives relating to staff morale</p> <p>A happy workforce is a productive workforce. Continuing with the current catering arrangements when on a service course within the west and rolling that out throughout Scotland (yes a slight cost would be incurred) but with the increase in morale throughout the service and staff retention a gain then surely the offset of around £80,000 whilst there is a current underspend in the capital budget is value for money and would increase uptake of course for self development</p>	
10		Y		Y		N		I hope that you shall provide an adequate response to the communities and not rely on part time staff. They cannot be guaranteed to provide cover and attend in a timely manner. I sincerely hope that you shall not be making cuts like Police Scotland and become a lesser service that what there was previous to the merger.

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11		N	its all rubbish full of buzz words and slogans and phrases to pretend you are a business like a sales company whose purpose is to make money. "working with our partners", "moving forward together", fit for the 21st century", modernising", duty holders etc etc, are all examples of what I mean, ranks or "high heed yins" making up rubbish to make themselves look good and be seen to be saying key word and phrases to get a promotion. Cut out all the middle management and save all the audi Q8 money and massive pension payouts . The shopfloor shifts look after themselves and always have. You could save a fortune. There is far too much fake work dreamt up. The out comes should be to make sure we are good at getting people out of burning buildings putting out fires instead of letting buildings burn to the ground because it is a bit safer than takling it, and to make sure we can safely get people out of crashed vehicles with the right tools that will not cause a danger to us who use it or the public we are trying to rescue (high pressure injection injuries). Back to basics. Post every household in Scotland two smoke detectors, and stop wasting fuel on driving to everyones home in a pump and making us breathe second hand fag smoke when we visit them to fill out a generic questionnaire that does not stop fires from happening.	?		?		
12		?		?		?		Guidance for public bodies for Climate Change(Scotland) Act 2009 4.3.6 pillar 3 integrate adaptation into regulation and public policy http://www.gov.scot/Publications/2011/02/04093254/5 mapping flood disadvantage in Scotland 2015 page 11 'Factors influencing social vulnerability to flooding' http://www.gov.scot/Publications/2015/12/9621 "Secondary stressors, and their roles in affecting people's longer-term mental health, should not be overlooked." http://currents.plos.org/disasters/article/dis-12-0013-secondary-stressors-and-extreme-events-and-disasters-a-systematic-review-of-primary-research-from-2010-2011/
13	Adaptation Scotland	?		?		?		On page 8, under heading climate change of the challenges section, point 33 refers to the impact of climate change on people's lives and livelihoods. There will also be impacts on delivering your own services. Consider including the impact of more frequent flood events and your organisation's resilience to cope during extreme weather conditions.

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14	North Ayrshire Council	?	Paragraph 28 of the Strategic Plan notes that the Christie recommendations are the foundation on which future developments shall be based. Against this background it is helpful to note that the Outcomes cover the themes of partners working together to target resources towards the needs of individual communities, of community empowerment, locality planning and reducing inequality. They also cover sustainability and efficiencies. The only thing they do not specifically reference is the importance of reducing harm through an emphasis on prevention- something Fire and Rescue have a long history in doing.	?	If a criticism can be made it is that the Priorities are little more than headings from which to hang the Strategic Objectives. In these circumstances we have no real comment on them. In the Strategic Plan it is far from clear that these are the Priorities and making this clear in the Plan would be beneficial. It would also be helpful to include in the Strategic Plan itself, the table of Strategic Outcomes, Priorities and Objectives which is contained in this consultation document.	?	The draft Strategic Plan effectively summarises the key drivers which inform the Strategic Objectives. These include:- -The Scottish Government's emerging Fire and Rescue Framework for Scotland -The need to make further efficiencies as part of overall public sector modernisation; -The links between incidents and inequality and the need for partners to work together through Locality Planning to target resources to those most in need; - Effective management of risk, and use of intelligence and community risk analysis to inform allocation of resources; -Building community resilience, the shift towards care at home and community empowerment; -Reduction in the number of unwanted fire signals; -Prevention as part of multi-agency team working; -Broadening the role of the Service, for example the pilot in cardiac arrests The Strategic Objectives effectively cover all these issues. The only comment we would make is that it would have been useful in the first Objective to specifically mention Locality Planning.	If the Scottish Government's aim of reducing inequality against a background of a reducing public sector is to become a reality, this will need partners to work together to identify community priorities and target resources towards these. In addition, the importance of a wider Locality Planning approach as the key building block of public sector provision, not just for inequality related issues should not be underestimated. While Locality Outcome Plans largely relate to inequality, Christie stressed the wider importance of partners working together with the community to target resources towards the specific needs of communities.
15	Falkirk Council, MECS Service	Y		?		?		I was disappointed to be informed that the previous fantastic service you provided is to be withdrawn- Previously you supplied and fitted vibrating pillows in to deaf people's homes to alert them if a fire should occur. Falkirk Sensory Centre now inform me that you are withdrawing this service because this need has been categorised as a "health" need. I understand that you will install the equipment but will not purchase it any longer. This seems contrary to your local outcome about working in a flexible responsible manner to protect those at risk and excluding deaf people from the fire alarm service does not seem equitable to me. I would be happy to meet with one of your representatives to discuss further.
16	Voluntary group	Y	I would like to see more about the education of fire and fire harm and perhaps working more with individuals to reduce the incidents of vandalism and fire .	Y	I would like to see more working with young people and individuals who are known to cause harm with fire to reduce the possibility of it happening.	?	Once again more emphasis on educating people about the harm of fire or the effects of fire	Whilst mention is made of keeping people safe from slips, trips and falls it is important to find out if there are other agencies doing this already to avoid duplication especially when we should be working in partnership to provide the most affordable service. There seems to be talk about fire officers doing home safety checks as well as first safety however this is already done in many areas by Home Safety Officers, ROSPA trained officers or Care and Repair and duplication would be unnecessary as well as possibly affect these other services.
17		Y		Y		?		
18		N	It's too complicated. All people want to know is 'if my house is on fire, will you come right away to put it out?' or 'if I need to be cut out of a car wreck, will you come right away to do that?' and all we need/want to hear is 'yes!'	N	Again, it's been made far too complicated - see above.	Y		As above: it's too complicated. All the public wants to know is that their house is burning down or they're trapped in a car wreck, that you are going to come and put out the fire/save them right away.

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19		Y		N	there is an element missing. I have been waiting for a fire home safety visit since early May. this cannot go ahead without an Interpreter. despite numerous calls regarding this matter I am no further forward. in short elements of the fire service is not accessible for Deaf Sign Language users.	Y	you need to address the needs of people who have communication difficulties	
20		N	These goals are vague and wide ranging, both in scope and definition. They will be difficult to quantify and qualify. I suspect that this is deliberate. Goals, short, medium or long, should be easy to understand and therefor to measure. Why long term, surely there is evidence that these are extant now. This is nonsense is what I expect from a political party.	Y	Some are correct. However, "Transformation", well transforming into what exactly ? This could/should be "Service Improvement" or "Greater efficiency". Anything other than Transformation please	Y	Great Objectives. Devil is in the detail. e.g. Using digital technology should see a reduction in the use of actual paper within offices. I see nothing that instils confidence in me that this is even understood, never mind pursued at a fundamental level. VMDS two steps back and hopefully one step forward. This does not bode well.	Be more bold. Be more specific. Identify/Recognize our present failings. Use these as starting points for change. Quantify these and then be able to Qualify any improvements at specific stages. Be less vague. Be less woolly. Set definable goals. Strategic Plans have to be seen to be achievable
21	Councillor for Dumfries and Galloway	Y	N/A	Y	Stronger emphasis on National and Community Resilience and partnership working e.g. with Scottish Ambulance Service and other blue light services as well as the emerging opportunities within Health and Social Care Partnerships across Scotland	Y	Stronger emphasis on Improved Local Outcomes and partnership working e.g. with Scottish Ambulance Service and other blue light services as well as the emerging opportunities within Health and Social Care Partnerships across Scotland	N/A
22		Y		Y		Y		
23	Respondent requested removal from public publication	Y		Y		Y		Respondent requested removal from public publication
24	Dyslexia Scotland	Y		Y		Y		The draft Strategic Plan is clear and easy to read and understand. We welcome the focus on tackling inequality, meeting the needs of the community and aiming to be an employer that reflects the diversity of the people of Scotland.
25		Y		Y		Y		What are the key challenges our local community faces? Being remote (nearest part time fire station is over 5/6 miles away) The local community is surrounded by older properties and villages. Beyond our traditional fire related activities where can we work with you to address these? Raising the awareness of providing surveys of properties (smoke alarms, electrical goods, phone chargers, etc). Talking to school children regarding fire raising as well as fire escape - could get them to draw up a fire escape plan for their families as a small project? Udny Community Trust could also assist in the Udny community. Are there other areas where SFRS can help make a local difference? Although fire raising is rare in our community, more engagement would be a great assistance for everyone - children, parents, older people.
26	Moray CPP Board	Y	A well balanced programme of strategic outcomes	Y	As above	Y	And they appear achievable	

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27	Director of Public Health for NHS Forth Valley	Y	The outcomes are good. The outcome 'We are responsive and flexible in meeting community needs' is particularly valuable. This is because it gives SFRS staff the opportunity to develop their roles. Locally NHS FV is valuing the support of SFRS in undertaking a falls prevention pilot and we are considering how the SFRS home safety assessment can be broadened to include aspects of health and wellbeing.	Y	'Improving Local Outcomes' is a very general statement. There might be benefit in being clearer, for example 'Improving Local Outcomes in relation to Safety and Wellbeing' but the strategic objectives below do include more detail. 'Workforce Development' The partnership work we are undertaking between NHS FV and local SFRS indicates that as SFRS are extending their roles and taking on new challenges, such as first response to cardiac arrest, and the workforce do require additional training. SFRS have asked for our support with some additional training needs which have emerged since undertaking this new role. Local SFRS staff wish training in 'soft skills' to assist with dealing with members of the public, but these education needs should also be considered at a national level within SFRS. Training and education should be developed and evaluated to support all new areas of SFRS work and NHS Health Scotland is a national body which can be used to support many of SFRS training needs.	Y	We very much welcome the inclusion of the statement 'that we jointly tackle issues of inequality'. Addressing the root causes of inequality and mitigating against the effects of inequality is the way to be most effective in both reducing fire risk and improving health/wellbeing. The way it has been worded makes it seem an 'add on' whereas if you wish to protect those at greatest risk addressing inequalities is a priority. A suggestion for a slight change to the wording of the first objective for 'Local Outcomes' to improve this is: We will work in collaboration with our partners in a flexible and responsive manner to ensure our collective resources jointly tackle issues related to inequality and protect those at greatest risk.	Inequalities: One of the strategic objectives stated is to tackle issues of inequality. In the draft plan number 52 mentions understanding inequalities. However, inequalities aren't specifically mentioned in the subsequent paragraphs. It would be helpful to be clearer in some of the plan in terms of how SFRS will address socio-economic inequalities. For example, in the NHS we target work in areas of socio-economic deprivation in order to mitigate against the effects of inequality. SFRS could have a big impact in mitigating against the effects of inequality by undertaking initiatives in areas of deprivation. It is most cost effective to intervene early, so working with children and young people is particularly valuable, supported by SFRS Youth Strategy. SFRS are excellent role models and for example, could be very effective in engaging young people in sport/volunteering initiatives. NHS FV are working in partnership with local SFRS and, through the Community Planning Partnership local groups, SFRS can be supported in this work. For the draft plan wording suggestions are: Number 53 – An additional sentence could be added in stating that 'Communities at risk due to socio-economic deprivation will be targeted as a priority.' Number 55 – An additional sentence could be added in stating 'This work should be targeted in areas of socio-economic deprivation in order to have most effect, particularly in terms of improving outcomes for young people.' Local Planning: Number 56 – As well as the Integrated Joint Health and Social care boards, the Community Planning Partnerships and groups sitting underneath them are where local partnership work between SFRS, NHS and other partners sits. SFRS should align its work within these local groups. This will ensure that knowledge and skills can be shared by partners, partners can support each other and maximum benefits be achieved for individuals and communities. SFRS and NHS are aligned in many aims including an early intervention and prevention focused approach, targeting vulnerable individuals and reducing and mitigating against inequalities. The NHS strategic aims also focus on a person-centred approach, with care closer to home and support in the community where possible. As you have highlighted in number 56 SFRS has a valued role to play in supporting the NHS and social services in achieving these aims, through partnership work. Similarly in terms of number 57 the NHS can support the work of SFRS in using evidence and evaluations to inform practice.
28		Y		Y		Y		
29	Cowie Rural Action Group /Community Council	Y		Y		Y		Agree with draft plan.

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30	Causewayhead Community Council	Y	Good to note the importance of local communities involvement.	Y	No comments.	Y	No comments.	1) Marked reduction in vehicle fleet capital expenditure is of note. 2) A description of reasons for 'assisting other agencies, assisting other agencies (no action) and effecting entry/exit statistics' is not given
31	Alloa Spiritualist Church	Y		Y		Y		None other than keep up the excellent work. We are very proud of you all.
32	South Lanarkshire Council - Social Work	Y	The five broad Outcomes identified address; People and communities, flexible responses, protecting natural environment/ reducing impact, supporting staff, continuously improving public service. All are very relevant and interlink appropriately.	Y	The six priorities: Improved local outcomes; national and community resilience; modernising responses; workforce development; governance/social responsibility; transformation, all fit well with the direction of the single fire and rescue service. As a National organisation it is good to see the focus on improving local outcomes specifically in relation to the age demographic and the associated vulnerabilities within communities.	Y	The twenty two objective flow on well from the priorities. With the new duty as a Corporate Parent perhaps a specific objective under governance and social responsibility or improved local outcomes could be developed in relation to your role as a corporate parent.	An informative documents, setting the service in context for the next three years. It will be interesting to see this develop with the assistance of a Performance Framework recording how the objectives are being met. Good use has been made of existing performance information to assist target priorities. Working with duty holders is important to us, as we place over 1000 older people in Care Homes and Day Care Services within and outwith South Lanarkshire. We also place vulnerable children and young people in a range of community and residential settings, and welcome your role here as a corporate parent. We welcome the opportunity to work with you to ensure our collective resources protect those at greatest risk and that we jointly tackle issues of inequality.
33	North Ayrshire Adult Protection Committee	Y	I was disappointed that there was no direct reference to Adult Support and Protection –under safety and wellbeing. Item 51 on page 12 would have been the ideal place to mention working on a multi-agency basis with the Health and Social Care Partnerships and other agencies in relation to ASP. SFRS do a great job of making very appropriate ASP referrals and adults are safer as a result of the multi-agency response taken in relation to these referrals - it is a pity not to make mention of this good work from SFRS with its partners.	Y		Y		Comments as above at number 5
34	Riverside Community Council	Y		Y		Y		Outcomes, objectives and priorities are admirable, but everything is dependent on the total commitment and co operation of partners. Are there measures in place to address this?
35	Third Sector First D&G	Y	We support the outcomes outlined.	Y	we support the priorities outlined.	Y	We support the objectives outlined.	Third Sector Dumfries and Galloway welcome the opportunity to review the draft Strategic Plan. We support the outcomes, priorities and objectives, which we believe have a positive focus on the communities you serve. We recognise the emphasis on Partnership Working and collaboration and the focus on tackling issues on inequality. Third sector organisations, both large national organisations and small local groups, play an important role in local communities, with the potential to play a role in building knowledge and capacity and providing targeted education and awareness campaigns to support your work in community safety and wellbeing.
36		Y		Y		Y		Surprised no mention is made of alcohol use or alcohol associated issues (when you word search) given the impact that alcohol use has on fires. Don't see any mention made of partnership working with local ADPs or mention of how Scottish Fire and Rescue Services play to supporting the ADPs alcohol and drug strategies

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37	Aberdeenshire Council	Y	Working in local communities is very important especially with vulnerable people of all ages	Y	Ensure local accountability is still there and use of our retained fire fighters is recognised as a unique and extremely important part of the team	Y	Requires continual feedback to what is happening and area committees work well for this and are beneficial on both sides	Would be interesting to see finances and how current lack of funding will affect the plan and is there any back up if funds reach a stage of not being able to bring the plan forward and deliver
38	Safer South Lanarkshire Board	Y	<p>The document clearly sets out the role of the Scottish Fire and Rescue Service, its purpose, mission and values. The long term outcomes detailed within the document are relevant and appropriate.</p> <p>It would be helpful if the text (paragraph 19) was amended to emphasise that the SFRS outcomes have been established within the context of the national outcomes framework. For ease of reference it would also be helpful if the document noted the specific national outcomes which the SFRS strategic plan links to, including e.g. national outcome 6 "we live our lives safe from crime, disorder and harm".</p> <p>It would also be appropriate within this section of the strategy, to note the importance of, and SFRS's commitment to ensuring coherence with Local Outcome Agreements and Local Outcome Improvement Plans both within and beyond the time frame of the plan.</p> <p>The strategic plan (page 21), notes the intention to establish a performance framework which will, among other things, support effective scrutiny. An essential, in establishing the framework, will be to set clear measures against which progress against the five outcomes will be measured. It will be important to ensure that the monitoring framework achieves the necessary balance between measures which will apply nationally and those which will support scrutiny of progress at a local CPP level.</p>	Y	<p>The six priorities detailed within the plan are relevant and appropriate.</p> <p>It would however be helpful, if the document noted the links between the six priorities detailed in the strategic plan and the ten strategic priorities set by the Scottish Government in the "Fire and Rescue Framework for Scotland 2016".</p> <p>This would promote a clearer understanding of how the SFRS strategic plan fits with the Scottish Government's framework and avoid the potential for any confusion.</p>	Y	<p>The focus on prevention which is highlighted in the strategy is particularly welcome. Locally in South Lanarkshire partners have and continue to focus upon prevention and the renewed emphasis within the strategy will help to further support efforts over the period of the strategy.</p> <p>At the same time the clear commitment to working with partners to support wider outcomes and to reduce inequalities is also positive and again is already evident in South Lanarkshire with Fire and Rescue Service colleagues enthusiastically engaged with a range of partnership activity.</p>	<p>It would be helpful if the strategy placed a greater emphasis on requirements in relation to engagement with local authorities. Given the statutory requirement to develop 'local fire and rescue plans' for each local authority area and the requirement for these to have regard to the Strategic Plan, it is important that local authorities are viewed as a key statutory consultee rather than one of many stakeholders.</p> <p>Locally we have well established and effective joint arrangements for engagement but it would, however, be appropriate for the strategy to place a specific focus upon this. Indeed it would be helpful if the strategy note the importance of establishing a clear and effective two-way relationship between the local plan and the national strategic plan, with the national plan setting the overall framework while incorporating the flexibility necessary to reflect local priorities and circumstances.</p>

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39	NHS Grampian incorporating Moray, Aberdeenshire and Aberdeen City Health and Social Care Integration	Y	The outcomes reflect aspects of the five national strategic objectives - Wealthier & Fairer; Smarter; Healthier; Safer & Stronger and Greener as well as supporting the Governments National Outcomes. e.g. • "Resilient communities, safe from harm" is of vital importance given Scotland's future challenges from climate change and associated extreme weather events, from the ongoing toll of motor vehicle collisions and other hazards and from the risk of international terrorism. The inclusion of 'resilience' suggests a welcome proactive and preventative stance alongside a reactive service response. • "Responsive and flexible in meeting community needs" fits with ambitions for public participation and coproduction, contributing to narrowing the power differentials that contribute to inequalities • "Protecting the natural environment..." is a vital recognition of our collective reliance on the biosphere and the need for everyone organisation to take its contribution seriously • "Quality, efficiency and improvement" is now a mandatory expectation for all organisations • Organisational performance depends on the quality of the workforce and the focus on "supporting our people" reflects this. It may be useful to link these specifically to the National Outcomes.	Y	Post-Christie public service priorities include public participation, localism and social justice, resilience and empowerment, organisational change and collaborative partnership, concern for people and organisational transparency. These priorities reflect this shared agenda and are consistent with the stated outcomes, e.g. • "Local outcomes" acknowledges the variation in need between and across communities, and prioritises the move away from a one-size-fits-all approach • "National and community resilience" reflects the priority to help people to help themselves; that people and communities should not be solely passive recipients of services and that public organisations have a key role in supporting a move to active empowerment. • "Modernising response" fits with the need to evolve service provision to ongoing external changes. • "Workforce development" reflects social justice and valuing people, and seeing the links between workforce skills and wellbeing and organisational performance • "Governance and social responsibility... effective communication and engagement" supports public accountability and the potential for public participation in decision making • "Transformation" suggests a recognition that traditional ways of working may be insufficient to meet our collective challenges and so pushes forward the need for new approaches	Y	These flow logically from selected priorities to work toward the desired outcomes, e.g. • "Collaboration... collective responses... tackle inequality... building capacity, robust evaluation methods, ensuring safety..." will support and protect population health • "Lead role ... designing coordinated plans... major emergencies; protection of critical infrastructure; enhanced community resilience". Population health and wellbeing is built on the availability and resilience of collective infrastructure. FRS has a vital role to play in preventing and mitigating major emergencies that threaten this, and in supporting communities to recover post-emergency. • "Response... tailored to local needs; range of roles..." reflects the need to move away from a one-size-fits-all service provision and can support a more socially just provision of resources. • "Reduce unwanted alarms" recognises the need for, and is consistent with, the continual search for greater efficiency in service demands and contributes to the reduction of risk in the community from road response by SFRS, complacency of premises to unwanted alarms and business disruption. • "Workforce planning..., employer of choice..., health and safety,...skilled and empowered" fits with recognising that people are essential to organisational performance.	The Government's response to the Christie Commission highlighted the pillars for all public sector organisations to develop in moving forward. The outcomes, objectives and priorities provides the direction and outcomes goals for SFRS in contribution to this agenda. All of this is vital in protecting and improving the health and wellbeing of the population's health, and SF&R are a key partner in this collective endeavour.
40	Angus Council, Communities service	Y	The range of outcomes seems to offer a good balance between "end outcomes" for communities and "means outcomes" for the organisation. The emphasis on resilience and freedom from harm is appropriate and reflects a commitment to prevention.	Y	Particularly welcome the clear emphasis on collaboration and on impacting local outcomes, through effective use and alignment of resources. Again there is a clear commitment to prevention and to modernisation and transformation.	Y	No particular comment or suggestion to make.	The plan seems to me to reflect current policy drivers. The emphasis on collaboration and prevention is key as is the commitment to act locally within these high level national outcomes, priorities and actions. It seems to me that the plan does a good job in providing national strategic direction, while committing to local flexibility and responsiveness
41	Glen Urquhart Community Council	Y		Y		Y		As communities change maintaining a retained force will always be a problem with more folks travelling outwith Drumadrochit to work each day. It is our understanding that the crew is currently up to strength, however, with a significant expansion to the population of the village likely to take place during the next ten years there will be even more challenges. A larger population obviously increases the pool of available volunteers, but sometimes the bigger the community the less community ownership exists. The current recruitment system seems to be rather protracted and it is understood that it can take a year from first expression of interest to commencing training. This is rather a long time to sustain the interest of prospective recruits.
42	Clacks Council	Y		Y		Y		
43	Larbert, Stenhousemuir and Torwood Com Council	Y		Y		Y		Good that you are acknowledging the impact of climate on our communities and your work

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44	BAFE - British Approvals for Fire Equipment	Y		Y		Y		<p>British Approvals for Fire Equipment (BAFE) welcomes the opportunity to comment upon the Scottish Fire and Rescue Service's (SFRS) Draft Strategic Plan 2016-19. The Plan is sensible, proportionate and interesting, contains many laudable aspirations and objectives but we suggest that the welcome proposals to help prevent fires in commercial and industrial premises should be given much greater prominence. BAFE does not wish to comment on large parts of the Plan which its remit does not cover or in which it has no expertise. BAFE's remarks are thus contained in the following five paragraphs.</p> <p>1 General Themes</p> <p>: 1.1 BAFE recognises the emphasis on collaboration with other agencies and stakeholders and agrees with such an approach. BAFE welcomes the concentration upon prevention. The question of resources is rightly addressed and it is appreciated that there are obvious constraints in the current fiscal climate. We suggest that whilst there are opportunities to reduce overall costs, BAFE would prefer that savings are reinvested in the Service particularly in fire prevention activities .</p> <p>1.2 BAFE also welcomes the emphasis placed upon innovation.</p> <p>2 Commercial and Industrial Fires</p> <p>2.1 These types of fire not only can cause injury and loss of life but also entail economic loss. Many businesses affected by fire are so seriously damaged in economic terms that they do not recover and close with attendant job losses. BAFE views with concern the upward trend, or at least the plateauing of the number of such fires as shown in Table 4 on page 11. Paragraphs 58 to 61 are noted and welcomed.</p> <p>2.2 However BAFE thinks that discussion of commercial and industrial fires is so significant that it should be contained in a specific section and not just incorporated into the general text.</p> <p>2.3 BAFE therefore believes that the SFRS should make a clear commitment to help to raise awareness of duty holders' responsibilities via co-operation with the Scottish Business Resilience Centre, engagement with CoSLA, by developing the role of the Scottish Business Engagement Forum and by using the good offices of elected representatives at all levels. The SFRS should also press the Scottish Government, especially those Departments with a close involvement in economic development, to play its part in raising awareness.</p> <p>Fire Risk Assessments</p> <p>2.4 BAFE welcomes the intention in paragraph 58 to "progress the recommendations of the Regulatory Review Group's report relating to part 3 of the Fire (Scotland) Act 2005." Perhaps this could be spelled out more fully in the text after paragraph 58 . BAFE would also very much agree that the SFRS's clear and unequivocal endorsement of a mandatory requirement for the competence of fire risk assessors to be third party certificated is to be welcomed.</p> <p>2.5 If third party certification became the norm, the SFRS could focus its preventative resources on those premises where data shows that fires are most likely to occur or where no fire risk assessment has been undertaken. We believe that the SFRS could demonstrate its commitment to procedural innovation if it adopted this approach.</p> <p>Unwanted Fire Alarm Signals</p> <p>2.6 BAFE wholeheartedly endorses the approach taken in paragraphs 74 and 75. These paragraphs could perhaps have more prominence . BAFE believes that the SFRS should not be diffident about raising the shortcomings of other public bodies, notably the NHS, in addressing this issue both directly and with</p>

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								the Scottish Government. BAFE believes that the SFRS might usefully brief elected representatives on this subject. BAFE believes that, as recorded in paragraph 75, SFRS, fire alarm contractors and the competency regime providers can actively work together to reduce false alarms.
45	East Renfrewshire Council	Y	The outcomes chosen illustrate links to the Single Outcome Agreement and should be supported. The service recognises it needs to modernise to meet the needs of public sector reform and the Christie Commission Outcomes. It recognises the requirements of the Community Empowerment (Scotland) Act and Community Justice (Scotland) Act. The service discusses its role as a key community planning partner and is positive about its resilience to meet challenges going forward. The Council is keen to see a commitment from the service to work closely with the Council to ensure a joined up approach at local level to support Community Planning and Community empowerment Act requirements.	Y	The service has chosen priorities to enable it to meet its stated outcomes and should be supported. Whilst this national set of priorities will translate into local priorities the service should be reminded, under the terms of the Community Empowerment (Scotland) Act Guidance of the need to contribute to setting a Local Outcomes Improvement Plan by October 2017. The Council seeks real and sustained commitment to joint working and resourcing at a local level to deliver on the forthcoming Local Outcomes Improvement Plan.	Y	Yes, comments as above	The launch and timeframe of this Consultation presented a challenge to the Council in making a response which provided members with sufficient time to consider, future Consultations by the service must recognise reporting timeframes of Councils
46	Councillor at The Highland Council	Y		Y	For Highland, a crucial priority is recruitment and retention of volunteer, retained fire and rescue responders in order to provide safe cover for remote communities.	Y		I would like to see more educational work with young people to give them an insight into fire and other safety issues. Not just 'safe highlander' events but things that might lead to future recruits.
47	Scottish Ambulance Service	Y	The strategic outcomes are clearly connected to the national priorities and articulated at a high level with broad statements reflecting the level of ambition.	Y	Again the priorities are clearly identified and logical in presentation and approach.	Y	The Scottish Ambulance Service welcomes the Fire and Rescue Service's aim to work collaboratively and we look forward to our continuing joint working. We support your aim to collectively contribute to improvement in health in communities.	Para 29 - We commend and support working collaboratively with emergency services and other agencies. Para 30 - All emergency services can collectively support and contribute to social economic health. Para 31 - Scottish Ambulance Service (SAS) welcomes working collectively with Fire and Rescue specifically around health and falls. Para 34 - Welcome continued partnership working/team work and protection of SAS staff in hazardous areas such as terrorist related incidents. Para 50 - Assessment of slip, trip and falls could link in with SAS and the Health Board areas for prevention. May reduce call outs and home visits on Health Service. Para 51 - SAS welcomes the connecting services deaths of individuals known to other services. Para 51 - Register and information sharing of vulnerable people is of interest and would be helpful to SAS and Health Boards. Para 52 - SAS welcomes the ambition to focus on geographic inequalities and shared data. Para 53 - SAS will work collectively with Fire and Rescue Services to support their ambition to be involved in the health matters relating to falls, mental health, the provision of life saving skills and safeguarding vulnerable individuals. This list should be considered indicative and there may be other health scenarios where Fire and Rescue could play a role. Para 53 - Being part of a multi disciplinary team responding to vulnerable people would be worth exploring.

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								<p>Para 54 - SAS supports the ambition to be an integrated member of the multidisciplinary team and want to be involved in technology enabled care and safety applications.</p> <p>Para 55 - Youth Engagement and education could be used in relation to the OHCA strategy, whereby training more people in CPR.</p> <p>Para 56 - Linking into Health and Social Care in local areas would be the correct way forward for better integration.</p> <p>Para 62 - 67 - SAS continues to support our collective development of national and community resilience responses.</p> <p>Para 68 - SAS supports the emergency response model and involvement co-ordination with other blue light services.</p> <p>Para 69 - SAS notes the data around types of response, very few fires.</p> <p>Para 70 - SAS welcomes opportunities to explore a joint approach to train fire fighters with flexible skills. A definition of flexible skills could be included</p> <p>Para 73 - SAS welcomes and notes the Fire and Rescue Services ambition to support and improve life outcomes following out-of-hospital cardiac arrest.</p> <p>Para 73 - Continue with the OHCA trial as this will save lives.</p> <p>Para 91 - SAS notes our joint role in the communications replacement. This will include being fully engaged with the Emergency Services Mobile Communications Programme which will seek to replace the national communication system used by Fire, Police and Ambulance Services across the UK.</p> <p>Para 92/93 - SAS welcomes opportunities to explore and implement shared resources and assets with the Fire and Rescue Service.</p> <p>Finally working with SFRS to enhance First Responder Schemes would allow for immediate responses in rural areas not only to cardiac arrests but also medical emergencies.</p>
48	Central Cambuslang Tenants & Res Assoc	Y		Y		Y		
49		Y		Y		Y		
50		Y		Y		Y		I hope in the period 2016-19 we can finally start to work as one service with Scotland wide systems and approaches. Here we are in 2016 a few years into Scottish Fire and Rescue Service and there are still so many unresolved issues with ICT systems, working patterns etc from one antecedent service to another - Until we are all working jointly we will struggle to meet the needs of our service and the wider community.
51		Y		Y		Y		At the moment, we're a long way from our ideal culture There's a lot of work to be done in building respect, especially for individuals. It can feel as if we simply have to accept how we are treated 'because the system works that way'. Someone chose the system.
52		Y		Y		Y		
53		Y		Y		Y		VERY CLEAR DIRECTION IS PROVIDED FOR SFRS

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54		Y		Y		Y	<p>SFRS takes a 'lead role' in a huge majority of its work with partners which is a good thing as it defines and drives our commitment to achieving our desired outcomes.</p> <p>My only concern is the practicality of this as a member of staff involved at this level. On occasion taking a lead role and defining ourselves in that category results in other public sector organisations taking a back seat whilst we purge our time, resources and effectively budgets into a project.</p> <p>We are partners and should be careful not to be the only contributing organisation. Partnerships work both ways.</p>	
55		Y		Y		Y		
56		Y		Y		Y		
57		Y		Y		Y		
58		Y		Y		Y	<p>Within workforce development there are obvious gaps in service due to manpower availability. This is clearly due to the changing dynamic of rural populations, consideration on the RDS current model needs to be an absolute priority going forward. Various studies (Retaining the Retained) RDS working party etc all need to be considered to achieve improved manpower availability and change of the crewing systems. A much more dynamic, flexible and sustainable system is required.</p> <p>There is benefit and improved opportunity to development of part time models even in inner cities. Dual Crewing of RDS/WTFF on an all station basis will provide not only in terms of competency and development but also in terms of cost with a far more flexible workforce available.</p> <p>In terms of environmental impacts reduction, back in 2010 a project to implement ISO 14001 was muted within SFR. This was never developed and disappointingly an opportunity was missed to reduce impacts and develop continual improvement programs in terms of environmental impacts. This again can reduce risk and cost savings.</p>	
59		Y		Y		Y		
60		Y		Y		Y	<p>To help staff contribute to achieving the 21 other objectives and therefore positively impact on the outcomes, the provision of a stable technological platform is key, especially in the remote rural areas of Scotland. It is therefore good to see this captured as a commitment in the objectives as it impacts on our ability to achieve the other objectives.</p> <p>Additionally, if we agree that one of the pathways to working better together with partners for improving local outcomes, perhaps consider if the development of information sharing agreements warrants an objective of it's own.</p>	<p>Paragraph 51 speaks of the development of data sharing agreements nationally. While this is welcome, and may act as a catalyst for more local agreements, the main challenge on data sharing lies at local/ regional level with local Health Boards and Local Authorities. To this end, it would be welcome to see an acknowledgement and commitment nationally to support the sharing of information at local level.</p> <p>I've also identified a 'typo' I think. Figure 3 on page 10 expresses the Capital Budget as a spend. I suspect the 'y' axis should be expressed as 'millions' somewhere on the key.</p>

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61		Y		Y		Y		
62		Y		Y		Y		
63		Y	These Outcomes are reflective of what we should be trying to achieve as a modern service provider	Y		Y	The first two objectives with in the Strategic Priorities "Modernising Response" are key Objectives within the areas I work. These area are some of the most remote parts of Scotland and at present the stations within our area are not getting the equipment to support training which has taken place to up skill personnel in Casualty care and other disciplines . If this cannot be addressed then these two objectives may be achievable or unachievable dependant on the service delivery area. Hopefully these objectives will be set and achieved across the service nationally regardless of geography Providing the tools and support will help empower staff to provide a quality service.	
64		Y		Y	governance and social responsibility are not high priority at this time	Y	see above.....	The plan says the right things but the brigade is and should be judged by its actions , which currently are far from this plan.
65		Y		Y		Y		RE: Modernising response - ensure that local needs means local. Do not attempt to always go down the route of standardization for all areas. What works in, for example, Strathclyde, will not always be the most efficient strategy for the Highland and Islands. Do not try to force a square peg in a round hole for the sake of face
66		Y		Y		Y		
67		Y		Y		Y		
68		Y	(our people are supported). where in this objective will I have opportunity to be promoted in the future therefor I am unable to show my full potential due to not getting the chance to develop	Y		Y	workforce development - it states highly skilled and empowered. although this may be true, I believe its only true for the role we are in. under the new 5 shift system (proposed). where is the framework for Developing the skills to a higher role.within the constraints of the shifts there is no resilience for acting up as the whole shift is on and off at the same time, in the case of sickness, the required rank will come in for a grey day	there is no mention of how long we have been the SFRS and that we are all still on different pay structure (no equality). CPD ARA.
69		Y		Y		Y		The strategic plans sounds great and it is very easy to make these plans. In terms of less tangible goals like empowering work force, supporting employees) there is little on how you plan to implement or achieve these objectives. Considering how long the results of the cultural survey has been out. We are still seeing little improvement in the culture within the fire service . Because of this I feel it de values the strategic plan and also begs the question of the value of this plan as there is so much still to be achieved from the last strategic plan, which will presumably be forgotten about when we accept this New strategic plan.

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70		Y	I am committed to making people in Scotland safer, I think the journey that we are going on is pivotal to that aim. I hope we can really take this forward with innovative thinking to achieve these outcomes and that we can lead our Partners in the journey. A key part of this is developing our workforce and empowering them to push new ideas and challenging old ones.	Y	We have to improve the outcomes for People in Scotland and as these Priorities sit well with local Government Single Outcome agreements they should have by in from local partners and communities.	Y	I like the way this looks and feels. We have come a long way in a short time and this focus on our Objectives will ensure we meet our Outcomes and priorities.	I really hope that going forward we can work in a more collaborative way with our local partners which at present has been held back by the reform of other organisations. I hope that the SFRS and Scottish Ambulance can work together to provide more local community support and emergency response as happens in other countries. This plan certainly empowers us with direction and focus.
71		Y	I feel that our outcomes are broad ranging, and cover a wide range of possible future challenges in the political arena.	Y	Our priorities are inclusive, and meet the needs of Scotland's communities, whilst there is a focus on our staff having the opportunity to develop.	Y	Our objectives tie in naturally with our priorities and outcomes.	
72		Y		Y		Y	Whilst I believe that the correct objectives have been chosen I believe that there are issues currently that are likely continue in the future particularly in regard to Modernising Response. It seems like there is a one size fits all approach to how we respond, this appears, at times not to recognise the vast differences between built up urban/ city areas and rural areas. The idea of a tailored response to meet the specific needs of our communities is entirely the right objective but some of the potential impacts of the Review of Specialist Equipment document may in fact do exactly the opposite.	
73		Y		Y		Y		
74		Y	NO EXPLANATION OR DOCUMENTATION ON HOW YOU PLAN TO IMPLEMENT THESE OUTCOMES.	Y		Y		YOUR DRAFT PLAN SAYS A LOT BUT THERE IS NO DETAIL. I DO NOT UNDERSTAND WHY YOU ARE ASKING FOR A CONSULTATION RESPONSE, WHEN WE CANT SCRUTINISE EXACTLY HOW THIS IS TO BE ACHIEVED?IF YOU PUBLISH EXACTLY HOW AS AN ORGANISATION YOU REALISTICLY ARE GOING TO ACHIEVE THESE OUTCOMES THEN A BALANCED RESPONSE CAN BE GIVEN. I HAVE ANSWERWED YES AS AIM ARE WHERE YOU NEED TO BE BUT BY NOT DETAILING HOW THEN YOU CANT SAY WHAT EFFECTS ARE ON THE ORGANISATION.
75		Y		Y		Y		
76		Y		Y		Y		
77		Y		Y		Y		education of young people must be at the forefront of any plan to make fire safety a life skill- utilisation of retired staff to promote safer lifestyles but at the same time relate to the function of the fire service as we know it. operational staff utilised more in an educational sense, empowering them to engage with adolescent groups in station environment to better relate in society.
78		Y	A good range of 'all encompassing' outcomes.	Y	The priorities recognise local and national needs. They also serve to ensure progress as a National Service over the term of the Plan.	Y	There are a good range of key activities contained within this section which reflect the work carried out in different functions within the organisation.	This draft plan provides a sound base to build upon over the term of the Strategic Plan.
79		Y	These are relevant strategic points, with enough detail to explain in more in depth	Y	Our communities must be at the heart and forefront of our provision	Y	We must and should lead on many of the key capabilities outlined. It is important that the people of Scotland and Government can see the clear commitment the SFRS has towards in improving societal outcomes	A comment around the spending plans or pathway may have benefitted on page 10,as the graph paints a worrying picture, in particular around fleet. Perhaps some context as to the declines to explain why this is so?

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80		Y		Y		Y		I would like to see a commitment to the preservation of front line services and not go down the road that some English services have done in decimating their front line cover
81		Y		Y		Y		
82		Y		Y		Y		
83		Y		Y		Y		
84		Y		Y		Y		
85		Y		Y		Y		
86		Y		Y		Y		
87		Y	they are clear and concise	Y		Y		It is well written and in plain English bar the but under false alarms I don't know what UFAS stands for
88	Lanarkshire Division, Police Scotland	Y	There appears to be valuable links between local and national imperatives	Y	The key priorities reflect the changing needs of the communities within a national framework	Y	The objectives fit well with the priorities and hence the outcomes	It is a modern plan, simple in its construction and clear in its aims
89		Y		Y		Y		
90	Dumfriesshire constituency (Scottish Parliament)	Y	In terms of the right objective questions, I would like to highlight a need to listen to and engage with local communities.	Y		Y		I would like to make sure that rural fire service provision is protected.
91		Y	There are no priorities or objectives that directly support the outcome of 'We project our natural environment and reduce our impact of it'. The priorities and objectives should either include some relating to this outcome or make the link to it more explicit.	Y	Transformation and Modernising response are quite similar - six priorities are quite a large number and I wonder whether instead of those two there could be a single priority of 'Transformation' which incorporated the 'Modernising response' strategic objectives.	Y	The wording of objective No.3 under the 'Transformation' priority could be more aspirational to be in line with the other objectives under the same priority e.g. We will explore new ways to manage and deploy our assets to meet the changing needs of communities / the varying needs of local communities. I also think something about working with communities to understand them is an important strategic objective - not just about helping or teaching them.	A) In the 'Challenges' section International terrorism should be either just 'Terrorism' or 'Extremism' to include NI related terrorism, domestic extremism etc, not simply international terrorism. B) The section looking at the data over time of key indicators could perhaps make more of the negative side of the increases in special service casualties and ADFs instead of glossing over them and only focusing on the positives. Either go into detail on why they're not an issue or talk about why they are a concern. At the very least the variation in ADFs according to demographic or deprivation should be a concern and focus for SFRS if not the overall figure. Ditto re the special service casualties. C) Within the chapter on the 'Improved local outcomes' priority I think the focus of "We will ensure that the safety and wellbeing of our communities is improved through building their knowledge and capacity, and providing targeted education and awareness campaigns using innovative technologies and new media platforms" should be less about doing things to communities and more about working with them, developing relationships etc to understand their needs/risks etc and building on these relationships to develop risk reduction in communities
92	Health Improvement SL HSCP	Y	nothing to argue with here if regarded as longer term aspirational goals for the service getting to the detail of the actions and measures will be where we can locally and with partners really agree about the benefit and reach of partnership work	Y		Y	yes and many of those would be health and social care aspirations too	

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93	West Lothian Senior People's Forum	Y	In relation to improved local outcomes and social responsibility, the West Lothian Senior People's Forum has asked that it be noted that new legislation, the Carers (Scotland) Act 2016, has been enacted and a commencement date is currently being agreed by Ministers. This Act will require local authorities to prepare carer support plans which should include details of any arrangements a carer has made for the provision of care to the person they care for in the event of an emergency. In liaising with vulnerable people and their carers in relation to both prevention activity and emergency management, the Forum felt it would be helpful for the Fire and Rescue Service to be aware of this and to consider raising the issue of contingency care planning and arrangements as part of these conversations. Local health and social care partnerships will be involved in supporting people to develop their carer support and contingency plans and are happy to receive referrals and to offer support to people in the event that Fire and Rescue Service personnel identify a need for this type of intervention.	Y	As above	Y	As above	As above
94		Y		Y		Y	The digital technology has a long way to go before it can be considered to be effective, reliable, user friendly, efficient, and to provide equitable access to the network. It is at the very heart of what we do, how we communicate, and how we record and access important data, yet currently it is beset with fundamental issues, and cannot currently be considered to be fit for purpose. The end user experience is one of sheer frustration. To be an efficient and effective organisation in the 21st century sufficient investment in ICT and its support is required.	
95		Y	Although detailed in 'Our Purpose' I feel a reference to 'doing this in Partnership' would be worth consideration within 'Our Outcomes'. With this being a key foundation of public sector reform it is important in delivering successful outcomes we highlight that where possible this will be our approach.	Y		Y		I feel this plan sets out clearly the aspirations of the SFRS over the next 3 years and the diversification needed to ensure the safety of the communities in which we all live.
96		Y	Consistent with both emerging issues and more "traditional" Fire Service outcomes	Y	Prioritising Improved local outcomes ensures SFRS continues to be a strong performer within the Scottish public sector arena.	Y		
97		Y		Y		Y		Could the service look to provide enhanced employment opportunities for long term unemployed or young adults from areas of relative social deprivation through provision of training and access to education programmes? These skills could lead to employment with SFRS or other employers through the use of transferrable skills. This engagement will lead to a better connection with communities in areas of social deprivation, where we sometimes struggle to engage with communities.

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98		Y	I feel it is necessary for us to look at development in our workforce due to the increase in FF deaths over the past decade and in light of current events.	Y	Looking at more innovative ways of working is a good thing and sharing of services.	Y		I feel it is very positive and forward thinking.
99	Aberdeenshire Health and Social Care Partnership	Y	Yes. The proposed outcomes are consistent with Scottish Government ambitions for the reform of public services in Scotland. The desire to see more resilient communities; the ability to be responsive and flexible in meeting community needs; ensuring people are supported and have the opportunity to realise their potential and a commitment to delivering high quality, continuously improving services are all aspirations which are shared by Aberdeenshire Health and Social Care Partnership. The strong commitment of the Scottish Fire and Rescue Service to working closely with partners and communities to deliver improved local outcomes for communities is welcome. The need for an appropriate local emphasis within the context of national policy drivers and outcomes is a challenge shared by the Aberdeenshire Health and Social Care Partnership.	Y	Yes. The six strategic priorities identified in the Scottish Fire and Rescue Service Draft Strategic Plan offer the Scottish Fire and Rescue Service the opportunity to continue to transform the way they deliver services to deliver improved outcomes at community level. The strategic priorities identified provide an opportunity to build on already established partnership links with the Aberdeenshire Health and Social Care Partnership and Aberdeenshire Community Planning Partnership. Scottish Fire and Rescue Service colleagues in Aberdeenshire are active contributors to a wide range of strategic partnership groups such as the Community Safety Executive, Community Planning Partnership Board and Community Planning Partnership Executive. Areas of common interest between Aberdeenshire Health and Social Care Partnership and the Scottish Fire and Rescue Service include sharing of intelligence/evidence and collaboration on issues such as building community resilience; shared approaches to community engagement; sharing of information and data on vulnerable/at risk individuals and families where appropriate. The strong commitment to the health, safety and wellbeing of the Scottish Fire and Rescue Service workforce is welcome. The Scottish Fire and Rescue Service in Aberdeenshire may wish to discuss with the NHS Grampian Healthy Working Lives Team the range of support available to them locally to support them in achieving their ambition of a healthier and safer workforce.	Y	Yes. The commitment of the Scottish Fire and Rescue Service to work in partnership with others to tackle inequalities, meet the needs of vulnerable individuals and families and those most at risk is welcome and provides scope for closer partnership working with Aberdeenshire Health and Social Care Partnership. The strong focus on prevention in the Draft Strategic Plan is also welcome and is something the Aberdeenshire Health and Social Care Partnership is also strongly committed to. The participation of the Turriff Fire and Rescue Service as part of the Scottish Fire and Rescue Service's contribution to the Scottish Government national pilot to improve the survival rate of members of the public experiencing out of hospital cardiac arrest is noted. The Aberdeenshire Health and Social Care Partnership await the results of this innovative national pilot which has seen the implementation of a flexible approach to the utilisation of expertise and resources to meet an identified need within communities with interest. The commitment of the Scottish Fire and Rescue Service to developing robust evaluation methods to determine the impact of services and interventions on local outcomes is welcome. This ambition is shared by Aberdeenshire Health and Social Care Partnership and there may be an opportunity to explore the development of shared evaluation methods.	Aberdeenshire Health and Social Care Partnership is grateful for the opportunity to contribute to this consultation and looks forward to continuing to work collaboratively with colleagues from the Scottish Fire and Rescue Service in Aberdeenshire to deliver improved outcomes for our local communities. The systematic approach of the Scottish Fire and Rescue Service to the assessment and management of risk as highlighted in the Draft Strategic Plan could be shared with partners and may provide an opportunity for shared approaches to risk management between partners to be considered where this is feasible and desirable
100		Y		Y		Y		
101		Y	Outcomes support national objectives set by Scottish Government.	Y		N	All existing priorities sit well in the current climate snapshot. Terrorism activity has increased in Europe in recent months as has the methods used. As we are currently operating on 'Severe' threat level I noted that the new strategic priorities doesn't appear to include any counter terrorism or Terrorism preparedness within the new three year Objectives	
102		Y	Aligns with Framework	Y		Y		
103	Newtonhill, Muchalls & Cammachmore Community Council	Y	It is very important to work with communities to assist and guide them in becoming more resilient.	Y		Y		Scottish Fire & Rescue can be relied upon to solve problems and help people in any emergency. Communities need help and guidance to be in a position where we can prevent or at least prepare for some of those problems that come along from time to time.
104		Y		Y		Y		
105	Joint Community Council Forum (Clackmannanshire)							1. Prevention is interwoven through the Strategic Plan but there would be benefit for expressing this more explicitly within the plan 2. Terminology round who take the lead role with partners in national and community resilience. Using the term lead role may confuse partners about who is the legislative lead for the event and confuse member of the community to think SFRS will lead every event. 3. Modernising Response – There is an opportunity to identify test modern improvements will give rise to a quicker, more efficient and effective response ^(105.3) .

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No	Org	Out	Have we chosen the right outcomes?	Pri	Have we chosen the right priorities?	Obs	Have we chosen the right objectives?	Have you any other views on our draft Strategic Plan 2016-19?
								4. Specify Corporate Learning to ensure that there is process in place to capture learning from all events
106		Y	I agree that these are the right outcomes to focus on.	Y		Y	An assurance process for our resilience capabilities is required although the strategic plan is possibly not the place to document this.	As always work is needed to engage a wider section of the workforce in the plan To many members of the organisation think its not for them or are simply uninterested.
107	Dundee City Council	Y	The outcomes seem appropriate for the SFRS and are compatible with a number of the Single Outcome Agreements for Dundee. SFRS are a key partner in the Dundee Partnership and it is anticipated that you will have a valuable contribution to make as work towards a new set of SOAs (or Local Outcome Improvement Plans) in line with the requirements of the Community Empowerment (Scotland) Act 2015.	Y	In terms of Improved Local Outcomes, our primary focus is to ensure that SFRS provide the best service possible for the city and its citizens. We welcome the commitment to work collaboratively to protect those at greatest risk and to work jointly to tackle issues of inequality. In light of the findings of Dundee's Fairness Commission report - A Fair Way to Go - this is also a priority for us. In terms of the modernising response priority, we would seek assurance that, against a backdrop of reduced resources, as discussed in consultation paper, the level of service and in particular response times to incidents are not compromised We understand that SFRS's work is much broader than this - but it remains an important priority and people need to be reassured that when they need SFRS they will respond as quickly as possible. In terms of Governance, in a Dundee context, SFRS report on a quarterly basis to the Community Safety and Public Protection Committee. This gives a valuable opportunity for elected members to be updated on actions, incidents and progress and to question the Local Senior Officer on any issues that they have.	Y	We welcome the commitment to achieving local outcomes by working in collaboration with partners. In terms of building knowledge and capacity of communities, we anticipate that SFRS will continue to work as a key member of the Dundee Partnership and the Dundee Community Safety Partnership and we are keen to continue to work with SFRS on initiatives, such as the Safe Taysiders programme delivered annually to all Primary 7 pupils.	The Strategic Plan sets out comprehensively the range of priorities and outcomes for SFRS. We welcome the focus on making people safer from experiencing the effects of harm and the acknowledgement by SFRS that social and economic inequality are influencing factors. It is interesting to note that SFRS are called out more frequently to areas of multiple deprivation. We agree with the principle that it is better if people know more about the risks and have capacity and resilience to help themselves. We agree that a common understanding of local priorities will help target prevention activity where will be most effective. We welcome SFRS's input to our Community Planning Partnerships and in the processes that are underway to review our Single Outcome Agreements and Community Safety Partnership strategic priorities for Dundee.
108	East Ayrshire Community Planning Partnership	Y	The identified outcomes reflect the many challenges that are faced by Scotland's communities and across the public sector and they fit well with the local outcomes and priorities identified by the East Ayrshire CPP.	Y	We welcome the clear focus on collaboration and partnership working across the public sector to achieve our shared priorities. We also support the transformational change approach which is identified and look forward to continuing the positive and productive working relationship we have with colleagues in SFRS at a local level to identify innovative partnership based solutions to common challenges. In relation to the workforce development priority, in East Ayrshire we rely heavily on the retained service, particularly in our rural communities. The sustainability of this resource is a priority within our area and it would be of assistance if the importance of this element of the Service could perhaps be reflected more strongly within the draft plan	Y	The objectives are challenging and reflect the breadth and complexity of the challenges facing SFRS and the wider public sector. As a CPP, demonstrating the impact of the work on the partnership against local and national outcomes is essential. We welcome, therefore, the stated intention of SFRS to work with partners to develop robust evaluation methods to determine impact on local outcomes and contribution to social value as part of a new performance framework. It is also essential that partners work together to align and, wherever possible, to rationalise performance reporting requirements and we look forward to continuing to work with colleagues in SFRS in this regard.	In East Ayrshire, our SFRS partners play a significant and important role within our CPP. The local Senior Officer is a core member of our CPP Executive Officer Group and makes a valuable contribution across all of our strategic workstreams; and SFRS colleagues also work closely with CPP colleagues at an operational, as well as a strategic level, delivering a range of partnership activity. The strength of these existing relationships will allow us to move forward as a partnership, driving forward public sector reform and, most importantly, working together to deliver better outcomes for our communities here in East Ayrshire. We particularly welcome the emphasis, throughout this draft plan, on the wider role of SFRS in reducing inequalities through a preventative approach – again, within East Ayrshire, our colleagues in SFRS play a lead role in our work to address this challenging agenda, which is a central tenet of the recent Community Empowerment legislation. The Community Empowerment (Scotland) Act 2015 also places great emphasis on shared leadership of community planning and SFRS is identified as one of the statutory partners which has a duty in this regard. SFRS

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								<p>may wish to consider reflecting this statutory community planning leadership role more strongly within the text of the draft strategic plan, which already notes the SFRS intends to be one of the leaders of public service reform. This is already happening in East Ayrshire and is to be encouraged.</p> <p>This leadership role will be particularly challenging at this time of reducing resources and, again, we welcome the SFRS commitment to working collaboratively with partners and sharing resources.</p> <p>Finally, while we welcome the ambitious and forward thinking nature of this draft strategic plan, and see much within it which is common to the current priorities of our CPP as a whole, we would welcome a commitment from SFRS, and indeed all of our local and national partners, to take every future opportunity to fully align national strategic and local plans. We work together in an already complex national and local landscape of policies, plans and related performance and reporting frameworks – as community planning partners we should work together to rationalise this wherever possible.</p>
109	Castletown & District Community Council	Y	<p>This needs an option between Yes and No. I would hope most of these could be assumed for a Fire Service. However, we have one strong comment based on the news that Inverness and Aberdeen call centres will be closed. This is completely unacceptable as it is highly unlikely staff in Dundee will be familiar with areas further afield and this will inevitably lead to tragedies. The only way an area can be identified is by postcode and even this is not always sufficient. If I see an accident on a road there is no chance I will know the postcode or even the road number so how is one supposed to describe the location to someone in Dundee? Numerous places have the same place names. This is risking lives for the sake of saving money and does not match your objectives.</p>	Y	<p>With the exception of comment above. We do not see how one remote call centre can contribute to Improved Local Outcomes; indeed just the opposite.</p>	Y		<p>This appears to be a no doubt expensively produced document mainly stating the obvious since most of it is what one would expect from a Fire Service. They seem to be doing an excellent job already, only jeopardised by the call centre issue which is not mentioned in the plan.</p>
110	Renfrewshire Council	Y	<p>Overall Renfrewshire Council is supportive of the 5 outcomes identified within the draft Strategic Plan 2016 – 2019. While 3 of the outcomes relate particularly to how the organisation itself will develop, 2 have a particular and wider relevance to Renfrewshire.</p> <p>The particular focus on developing the resilience of communities and ensuring that residents and visitors can live lives safe from harm aligns directly with the objectives agreed within the Safer and Stronger Theme of the Renfrewshire Community Plan while the focus on protecting our natural environment and reducing our impact on it reflects the priorities and objectives of the Greener Theme.</p>	Y	<p>See Appendix 1</p>	Y	<p>The objectives identified are appropriate and welcomed by Renfrewshire Council.</p>	<p>Overall the relationship with the Scottish Fire and Rescue Service locally in Renfrewshire is strong and productive. Excellent Community Planning partnership working is delivering good results in supporting communities, strengthening resilience and protecting the public. The objectives priorities and outcomes identified within the draft Strategic Plan should build on and enhance these productive working relationships.</p>

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No	Org	Out	Have we chosen the right outcomes?	Pri	Have we chosen the right priorities?	Obs	Have we chosen the right objectives?	Have you any other views on our draft Strategic Plan 2016-19?
111	East Ayrshire Council	Y	The outcomes are ambitious and reflect the many challenges that are faced by Scotland's communities and across the public sector. The transition to the Scottish Fire and Rescue Service dominated the early priority setting for the Service but it is encouraging to note the progress that the Service has made since 2013. It is commendable that through a significant period of change service performance was maintained and improved in many areas. We believe that the high level outcomes that you have identified will contribute to continued improvement.	Y	The proposed strategic priorities flow from the proposed outcomes and achieve a good balance between continued service improvement, efficiency, responsiveness and resilience and we very much welcome the clear focus on collaboration and partnership working across the public sector to achieve our many shared priorities.	Y	Whilst we welcome the strategic objectives that have been identified in support of your proposed priorities and outcomes, we would ask that consideration be given to more visible references to the important role of the retained service. Any proposals to modernise and evolve the role of the Fire-fighter, must take into account the purpose and unique circumstances of retained officers. For an area that relies so heavily on the valued retained resource, this is a fundamental issue to ensure the sustainability of the local service in east Ayrshire Related to this point, we note the costs incurred by the Service in responding to UFAS are significant and present a clear distraction from other core functions. For an area that is heavily reliant on the Retained Service, the consequential cost to employers of Retained Fire fighters when they are deployed to UFAS calls is significant and requires to be taken into account. We very much welcome, therefore, the commitment to reducing the number of blue-light responses to UFAS and to the introduction of practical steps to reduce their incidence.	We welcome the continued focus on partnership working to achieve improvements in community safety and wellbeing, particularly the overarching prominence given to prevention, protection and response. We agree that in order to effectively assess and manage risk in our communities, the SFRS requires to prioritise and target resources where they are needed most. This strategic approach is essential and must be aligned to the local priorities as contained with Local Fire and Rescue Plans, local risk profiles and the work of local Resilience Partnerships Through our Community Planning Partnership arrangements, the Council has developed an excellent working relationship with the SFRS. The local Senior Officer is a core member of our CPP Executive Officer Group and makes a valuable contribution across all of our strategic workstreams. From a position of strength, we are well placed to secure continued effective partnership working in practice. The SFRS, in common with the rest of the Public Sector, requires to adapt and transform to respond to the challenging financial environment that we all operate within. The Council has a long-standing commitment to Community Empowerment and Community Planning and it will be through these approaches that sustainable public service reform at a local level will be delivered.
112	The Fire Officers' Association	Y	We cannot fault the stated outcomes. Like most organisational plans, such high-level objectives are relatively easy to create and they set out the type of things that would be expected of a Scottish public body. Moreover, the priorities are in line with what would be expected of a responsible Fire and Rescue Service. It is, therefore, very difficult to disagree with the intended strategic direction. It would be difficult for any respondent to argue that the content of the plan is 'wrong' but there may be differing opinion about wording or emphasis. It is not our place to re-write the strategic plan and once the corporate direction has been set, the real test will be to determine how the plan will be achieved and how progress towards the delivery of outcomes will be measured and reported.	Y	Comments as per first question	Y	Comments as for question 1	General Comment The answers to the consultation questions are not clear-cut and it is very difficult to respond on a "yes" or "no" basis. We consider that the questions are poorly phrased as they tend to lead respondents towards agreement. We suspect that respondents with little knowledge or experience of the Fire and Rescue Service would find it difficult to know what else might be chosen as outcomes, priorities and objectives. That said, the proposed document reads well and does a good job in terms of background and scenesetting. We see little in the plan to explain the mechanisms for ensuring that the direction set by the plan is embedded into internal decision-making processes, i.e. what is in place to make sure that actions taken by staff contribute to the delivery of strategic outcomes. About the Scottish Fire and Rescue Service Whilst not a specific matter for consultation, we believe it appropriate to comment on paragraph 21 which refers to support for Scottish Ministers' ambition of a 50:50 gender split by 2020. If this is to be regarded as a target for the Service we consider it meaningless and unachievable given the low level of recruitment to the Service The UK FRS claims to have been seeking equal levels of gender representation for some 20 years yet the percentage of women in the operational workforce remains in single figures.

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No	Org	Out	Have we chosen the right outcomes?	Pri	Have we chosen the right priorities?	Obs	Have we chosen the right objectives?	Have you any other views on our draft Strategic Plan 2016-19?
								<p>We would expect SFRS objectives to contribute to the delivery of a wide range of national Scottish outcomes but in a strategic plan, we suggest that the majority of strategic aims would be little more than aspirational targets with detailed outcomes, targets and performance measure being set in operational level plans.</p> <p>Governance and Social Responsibility</p> <p>We accept that, as indicated in paragraph 87, work will be needed to create a performance framework that both measures progress and informs further improvement. In our opinion, sound governance would include engaging with and involving members of the public and other stakeholders in performance reporting and governance arrangements. We would like to see some emphasis on the importance of stakeholder engagement in relation to providing stakeholders with information with the background and contextual information that allows them to understand, assess and (where appropriate) challenge SFRS performance Paragraph 47 seems to suggest that public accountability is serviced by an annual public performance review meeting. This might form part of the machinery but, in our opinion, it falls far short of what is required in terms of public accountability and openness. We very much doubt that members of the public and community leaders from around Scotland would attend such a meeting and it is unlikely that many people would be sufficiently informed about Service matters to comment on performance. As it stands, the document appears to focus more on making communities safer (nothing wrong with that) but perhaps neglects the need for communities and individual citizens to have a say about service provision and how the Service runs</p>
113	Wheatley Group	Y		Y		Y		<p>Wheatley Group welcomes the continued commitment to a world class Scottish Fire and Rescue Service. Wheatley has cultivated an excellent working relationship with the Scottish Fire and Rescue Service and sees the organisation as very committed to the key outcomes and strategic objectives laid out in the consultation paper. We particularly welcome the stress expressed in the vision on delivering the service while working closely with communities and partner agencies.</p> <p>Wheatley also shares the principles of basing services on effective partnership working and effective governance and sees the key principles within this as a sound basis from which to proceed. Working together is imperative in identifying the risk and hazards faced by communities particularly for those people who are already vulnerable. We are pleased that the document makes reference to the important joint working with Health, Social Care & Criminal Justice. However given the level of information and contact that Housing Providers have with many customers, it may be useful to also emphasis this key role within the strategic plan</p>

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No	Org	Out	Have we chosen the right outcomes?	Pri	Have we chosen the right priorities?	Obs	Have we chosen the right objectives?	Have you any other views on our draft Strategic Plan 2016-19?
114	Comhairle nan Eilean Siar	Y	The Comhairle is supportive of the five broad national outcomes which are aligned to Scottish Government's National Performance Framework. The challenge for a single national Fire and Rescue Service will be in achieving these positive outcomes in all our communities in the current climate of austerity	Y	See Appendix 2	Y	The Comhairle is of the view that the objectives are consistent and aligned with the priorities and outcomes identified. While the overarching aim is to ensure the sustained health and wellbeing of our communities, the Comhairle welcomes particularly SFRS's commitment to protecting those people who are vulnerable and are at greatest risk in our communities and in that regard is fully supportive of greater partnership working, with Community Planning Partners, Health and Social Care Integration Boards and others, particularly third sector partners, in tackling jointly identified local issues. Enhancing community resilience is a key priority for islands and rural areas but the conditions need to be in place to achieve this in a sustainable manner. Operationally, the SFRS needs to ensure that specialist equipment, resources, skills and local knowledge are available in remoter and islands areas as and when necessary. In terms of workforce development, the Comhairle would wish to see stronger practical statements within the plan about providing and resourcing sustainable career opportunities, recruitment and training in remoter rural and islands areas while acknowledging SFRS's commitment to promoting "a career with the fire and rescue service in a way which is attractive and accessible to a wide range of people from across society." The Comhairle is supportive of the proposed governance and social responsibility priorities and welcomes the commitment to partnership working, transparent and evidence-led decision making, effective communication and stakeholder engagement. The Comhairle welcomes the use of new technology and new ways of working to enhance the delivery of fire and rescue services but not to the detriment of locally available resources on the ground. The other caveat previously mentioned would be our concerns about the effectiveness of digital mobile technologies in remoter areas where the facilitating infrastructure does not exist or is lagging behind	The Comhairle submitted a more detailed response to the relatively recent Fire and Rescue Framework for Scotland 2016 Consultation, some of which is referred to in this submission, and expects that these views will be considered and reflected in the Scottish Fire and Rescue Service's future policies and plans, consistent with the principles of Islands proofing. This means, in this instance, that future service delivery is considered holistically in the context of all aspects of island life: socially, economically, environmentally, demographically, and logistically. The benefits of island-proofing include increased joint working; equality; greater understanding and awareness of islands issues; better understanding of difficulties and better solutions. This would lead to more sustainable and resilient communities and greater community empowerment.
115	FBU	Y	We have answered yes to this question, however please note the following comments and observations. These are important goals and it is beneficial having them formalised as it gives both the public we serve and SFRS employees the ability to hold the service to account in achieving these stated goals. It must be noted however that these long term goals are not new concepts for those who have worked in the former Fire & Rescue Services in Scotland.	Y	The FBU believe the Strategic Priorities set are correct based on the draft Fire and Rescue Framework for Scotland 2016. It must be noted however that whilst we understand the legislative reasons for consulting on a Draft Strategic Plan while the Fire and Rescue Framework for Scotland 2016 is still in draft, this situation is far from ideal and indeed disappointing given the importance and ambitious nature of this plan. We have given more detailed comments and	Y	See Appendix 3	The FBU are of the view that the format used for this consultation should be reconsidered. The reason for this is that since the three questions only gave a YES or NO option the results of the consultation are more likely to reflect the quantitative results rather than reflecting the qualitative results derived from the comments and observations. To achieve a more accurately reflective result, from such an important consultation, a Likert type scale could have been used e.g. 1 – 5 strongly agree – strongly disagree.

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No	Org	Out	Pri	Obs	Have you any other views on our draft Strategic Plan 2016-19?
		<p>Have we chosen the right outcomes?</p> <p>In relation to the Outcome - "Our people are supported and have opportunities to realise their potential" This is a laudable goal, however much work needs to be done to achieve this goal as many people within the organisation do not perceive this as the current reality and in fact believe that they were better supported in realising their potential in their antecedent service. As an example, the challenges arising from certain promotion selection processes over the last three years have likely contributed to this situation, therefore to achieve this goal particular attention should be given to designing, adhering to and supporting these processes Page 1 Paragraph 6 of the draft Strategic Plan states - "We strive to be an 'employer of choice' that people are attracted to, whose employees are motivated to work for and who will promote our Service as an attractive, engaging, positive and rewarding place to work." Whilst the above statement is an admirable aspiration there is evidence to suggest that many key staff are choosing to leave the SFRS. Through anecdotal evidence we believe this is due to a number of factors, particularly the "Pay and Reward Review" of support staff, where many employees were left feeling undervalued and disillusioned. Additionally, we believe increasing workloads with no increased or reduced remuneration has compounded this issue. The FBU would be interested to know if a mechanism has been put in place to collate information and views gathered during exit interviews to assist in achieving the SFRS aspiration of being an 'employer of choice' In relation to the Outcomes – "We are responsive and flexible in meeting community needs", "We are a high quality, continuously improving, efficient public service" and "Our communities are more resilient and people live their lives safe from harm" Again, admirable and achievable long term goals, which undoubtedly could be partially realised through greater and better collaborative working with partner agencies, however it is the firm belief of the FBU that appropriate resources and levels of funding must be made available, by Scottish Government, on a planned, long term basis if these goals are to be fully realised in the coming years.</p>	<p>Have we chosen the right priorities?</p> <p>observations on certain aspects of the Strategic Objectives.</p>		<p>Have we chosen the right objectives?</p> <p>Whilst we recognise that the desired outcomes of this plan are aspirational, it is concerning that throughout the document there are many statements made which are subjective rather than objective, often with no supporting evidence being provided Given the nature and the importance of this plan our view is that this should be addressed. The prevailing financial climate and the effect this climate is likely to have on public service budgets, the SFRS included, is noted within this plan. The FBU therefore have real concerns that the dangers of the SFRS's desired outcomes potentially not being achieved, due to diminishing resources, are not expressed more clearly. In fact, the SFRS emphasis is apparently the opposite; the view that even more can be done with less resource. The FBU do not share this view. Our view is that austerity driven budgets should be challenged and greater emphasis must be placed on the risks of simply accepting the inevitability of gravely damaging cuts to such a highly respected and valued public service. The FBU acknowledge and warmly welcome the reference to the dedication of SFRS staff in building a national fire and rescue service, however we contend that this work is far from complete. It is true that foundations have been laid, but there are clear indicators that success is still some way off. The fact that whole-time, frontline, fire appliances are routinely 'off the run', due to an insufficient number of firefighters being available, and these fire appliances often in the areas described in the "Our Challenges, Social Issues" section of the plan (paragraph 30, page 7), is just one such indicator. "... In areas of multiple deprivation communities experience poorer health, lower educational attainment, lower employment, more emergency hospital admissions and reduced safety. Typically the fire and rescue service is called out more often in these areas. ..." The FBU, do however, welcome the recent commitment by the SFRS to embark on a planned recruitment programme, which should start to address this issue. Despite this we remain extremely concerned and alert to the danger that, due to the public sector spending challenges mentioned in paragraph 27 "Financial Austerity", the service will be designed and made to fit the financial envelope, rather than being adequately resourced to deliver the vital emergency service it has historically provided; this is even before considering any broadening of the role of the Fire and Rescue Service described within the Strategic Plan. Due to their very nature firefighters, officers, control operators and I'm sure all staff who work for the SFRS will remain diligent in ensuring their chosen profession continues to be the highly respected and valued public service it is. Most I'm sure will identify with many of the goals and aspirations outlined within this draft Strategic</p>

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								Plan, however I'm sure they will also identify with the concerns and observations made by FBU Scotland in relation to the SFRS's ability to achieve its ambitions, unless it is adequately resourced by Scottish Government to do so.
116	Orkney Islands Council	Y	<p>The fundamental outcome for communities is the first one: "Our communities are more resilient and people live their lives safe from harm". The other outcomes appear to relate more to SFRS and its operations than to their impact on service users. But it is for SFRS to define its outcomes and provided the first one is firmly in place we would not presume to change the others.</p> <p>The plan could be considered somewhat overburdened with strategic statements having inherited the original Purpose, Mission and Values as defined by Scottish Ministers in 2013. To this have been added Outcomes, Priorities and Objectives, and there is inevitably some duplication. From a partnership point of view, the Purpose, Mission and Values are relevant to us, focusing as they do on working together with partners given our own commitment to community planning. The SFRS Mission "Working together for a safer Scotland" resonates particularly well with our own Council Mission: "Working together for a better Orkney". There might be some merit in revisiting the strategic framework before the next plan is compiled, to see whether it would benefit from some streamlining</p>	Y	<p>Orkney Islands Council agrees with the priorities identified given the range of challenges facing SFRS. We particularly welcome the 'Improved Local Outcomes' priority given the unique challenges that are faced in remote and rural areas.</p> <p>If the strategic framework is revisited before the next plan is compiled it could be advantageous to do some work on linking the outcomes with the priorities to ensure there is no scope for confusion</p>	Y	<p>Orkney Islands Council welcomes the emphasis on partnerships and communities in the SFRS objectives. The proposed areas of work are those we would expect any modern public service to be looking at, and will help to keep SFRS up to speed with regard to best practice. As the statement above makes clear, they are activities rather than objectives and the terminology might benefit from amendment. One or two of the objectives have fallen into the jargon trap and could be clarified</p>	<p>Overall this is a very comprehensive plan, written accessibly, and SFRS is to be commended for that. The clear acknowledgement of the importance of partnership working is particularly welcome, as is the commitment to supporting duties that may not be seen as 'core' to the SFRS, such as corporate parenting.</p> <p>The plan acknowledges a range of challenges faced by SFRS, including social contexts, but there is little specific mention of the challenges of service delivery in very remote and rural areas, for example the provision of timely response services on islands where the co-operation of local communities is so essential. The plan would benefit from acknowledgement of this challenge and some indication of the direction of travel in seeking to address it.</p> <p>Orkney Islands Council would like to acknowledge the active commitment to community planning which has been demonstrated by local and regional colleagues in the SFRS since its inception in 2013. The Orkney Partnership is submitting a parallel response to this consultation and we also want to acknowledge the positive approach of local and regional colleagues in the SFRS and that has been a significant factor in the successful reconfiguration and relaunch of the Orkney Partnership in 2015 which we welcome.</p> <p>In addition, the Council appreciates the commitment of colleagues in SFRS to our own Police and Fire Sub-Committee, which has contributed a great deal to improved liaison, co-operation and understanding between our two organisations.</p> <p>We look forward to continuing our successful collaboration over the lifetime of this new plan both as a local authority and as members of the Orkney Partnership.</p>
117	TOP (The Orkney Partnership)	Y	<p>The fundamental outcome for communities is the first one: "Our communities are more resilient and people live their lives safe from harm". The other outcomes appear to relate more to SFRS and its operations than to their impact on service users. But it is for SFRS to define its outcomes and provided the first one is firmly in place we would not presume to change the others.</p> <p>The plan could be considered somewhat</p>	Y	<p>The Orkney Partnership agrees with the priorities identified given the range of challenges facing SFRS. We particularly welcome the 'Improved Local Outcomes' priority given the unique challenges that are faced in remote and rural areas.</p> <p>If the strategic framework is revisited before the next plan is compiled it could be advantageous to do some work on linking the outcomes with the priorities to ensure there is no scope for confusion</p>	Y	<p>The Orkney Partnership welcomes the emphasis on partnerships and communities in the SFRS objectives. The proposed areas of work are those we would expect any modern public service to be looking at, and will help to keep SFRS up to speed with regard to best practice. As the statement above makes clear, they are activities rather than objectives and the terminology might benefit from</p>	<p>Overall this is a very comprehensive plan, written accessibly, and SFRS is to be commended for that. The clear acknowledgement of the importance of partnership working is particularly welcome, as is the commitment to supporting duties that may not be seen as 'core' to the SFRS, such as corporate parenting.</p> <p>The plan acknowledges a range of challenges faced by SFRS, including social contexts, but there is little specific mention of the challenges of service delivery in very</p>

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No	Org	Out	Have we chosen the right outcomes?	Pri	Have we chosen the right priorities?	Obs	Have we chosen the right objectives?	Have you any other views on our draft Strategic Plan 2016-19?
			overburdened with strategic statements having inherited the original Purpose, Mission and Values as defined by Scottish Ministers in 2013. To this have been added Outcomes, Priorities and Objectives, and there is inevitably some duplication. From a partnership point of view, the Purpose, Mission and Values are more relevant to us, focusing as they do on working together with partners. The SFRS Mission "Working together for a safer Scotland" resonates particularly well with our own Partnership Mission: "Working together for a better Orkney". There might be some merit in revisiting the strategic framework before the next plan is compiled, to see whether it would benefit from some streamlining				amendment. One or two of the objectives have fallen into the jargon trap and could be clarified	remote and rural areas, for example the provision of timely response services on islands where the co-operation of local communities is so essential. The plan would benefit from acknowledgement of this challenge and some indication of the direction of travel in seeking to address it. In conclusion, The Orkney Partnership would like to acknowledge the active commitment to community planning which has been demonstrated by local and regional colleagues in the SFRS since its inception in 2013. Their positive approach has been a significant factor in the successful reconfiguration and relaunch of the Partnership in 2015. We look forward to continuing our successful collaboration over the lifetime of this new plan
118	Shetland Community Safety and Resilience Board	Y	The outcomes broadly agree with outcomes set in Shetland's Local Outcomes Improvement Plan, specifically our outcome 'Shetland is a safe place to live for all our people, and we have strong, resilient and supportive communities'. We especially welcome the outcome 'We are responsive and flexible in meeting community needs' as Shetland historically has an issue with recruiting retained firefighters. We welcome the work that has previously been done around recruitment periods and increasing training delivered locally and are keen to work on finding more solutions to fit the Shetland context.	Y	We particularly welcome the priority on national and community resilience. As a remote community we are well aware of how far away help may have to come from and so are keen that our communities are as resilient as possible.	Y	We are pleased to see the emphasis on finding new ways of working. Locally it is difficult to recruit enough volunteers, not just for the fire service but also for other emergency services. Therefore we would be interested in looking at whether there could be more joint working between agencies to recruit and multi skill volunteers across the services (including fire, police, ambulance and coastguard), potentially allowing areas to be served by a full complement of community responders. This may make it easier to recruit and retain volunteers as they would have more opportunities to use their skills and fell more part of the community.	We would be interested in exploring the need for a maritime fire fighting capability.
119	Safe Glasgow Group	Y	The Safe Glasgow Group acknowledges that there are significant challenges facing all public services in the current economic climate and agrees with the outcomes set by SFRS.	Y	The Safe Glasgow Group agrees with the priorities and comment SFRS for taking positive action to support Scottish ministers' ambition of a 50:50 gender split by 2020, however believe it may prove challenging to achieve by this date.	Y	The Safe Glasgow Group agrees with these objectives and supports the commitment to work in collaboration with partners in a flexible and responsive manner.	It would be helpful to have further commentary on the reasons for the increases in the KPIs. In line with our Single Outcome Agreement, the Safe Glasgow Group welcomes the ongoing commitment from SFRS to vulnerable people. The Safe Glasgow Group fully understands and supports SFRS in their aim to reduce the number of Unwanted Fire Alarm Signals. This commitment is demonstrated by the ongoing Safe Glasgow UFAS working group. A special meeting of the Safe Glasgow Group will take place in October 2016 to discuss in detail ongoing work and future plans around UFAS.
120	COSLA	?		?	COSLA's proposed view on each of the specific priorities is set out below: Improved Local Outcomes – In particular, we welcome the fact that 'Improved Local Outcomes' is a distinct priority and that, although the priorities are not in order of importance, the focus on Improved Local Outcomes is the first to appear. The Fire Service will seek to target services at those who are most vulnerable and we hope that the identification of these vulnerabilities can be undertaken between agencies in a collaborative way. National and Community Resilience – This section rightly says that "A common understanding between agencies of local priorities will allow for better integration of plans and coordination of services to target prevention activity where it will be most effective." Data and information sharing continues to be a challenge to multi-	?		Overall, COSLA welcomes the Draft Strategic Plan. We feel our response to the Framework and direct engagement with the Service has filtered into the Draft Strategic Plan and we particularly welcome the clear focus on localism, preventative work and public sector reform. COSLA also welcomes the explicit focus on tackling inequality. Local Flexibility is key. There is a strong message of localism in the Plan, however we would like to see greater detail as to how the notion of tailoring services to local need will be realised. The Local Plan is the cornerstone of this and role of the Local Senior Officer (LSO) is fundamental to its delivery. We would welcome a clear commitment to continued empowerment of these LSOs. Concerns around governance and accountability. The report states that assurance on achieving outcomes is provided by the Board to Scottish Ministers. ("Each year our

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				<p>agency working within community safety and the Plan should recognise the value of a collaborative approach to performance reporting and information sharing.</p> <p>Retained officers should continue to be seen as key to community resilience.</p> <p>Modernising Response – COSLA has engaged with the Fire and Rescue Service about the modernisation of the service and the wider contribution it can make to, for example, public health and community well-being. We are encouraged by this and welcome this being explicitly included in the document. This should be considered alongside a commitment to examining how barriers between services can be softened to achieve effective preventative spend and savings.</p> <p>Workforce development – As noted above, the role of the SFRS as an employer in the local area should come out more strongly along with an acknowledgement of the contribution that a presence can make to a local economy. This should inform future decisions about jobs, retained staff numbers and estates/heavy equipment management and rationalisation. Similarly an acknowledgement that decisions with a potentially wider impact should not be made in isolation from other partner agencies should come through.</p> <p>We would specifically like to see the Scottish Fire and Rescue Service work towards having a more gender-balanced workforce and a commitment to promoting gender equality throughout the service. This point becomes particularly important when considering a potential widening / evolution of the role of a Fire and Rescue Officer.</p> <p>Governance and Social Responsibility – Governance is an area of interest for Local Government, and we would like to see Local Scrutiny Committees being explicitly considered a part of the Fire and Rescue Service's governance. As the Commission on Strengthening Local Democracy made clear, services deliver the best outcomes when they are tailored to local need – this cannot happen without strong local accountability and the Framework should factor this in.</p> <p>Transformation – This priority is welcome and necessary. All public services are going through a period of transformation and it is important that agencies begin to anticipate the future together, planning innovative and collaborative solutions to the challenges they face.</p>			<p><i>Board will be held to account for our performance by Scottish Government Ministers.')</i> COSLA is committed to the empowerment of local democracy and the Plan should place more emphasis on the role of Local Scrutiny Committees as a legitimate and democratically accountable part of the assurance process.</p> <p>Commitment to Community Planning and related obligations. While SFRS show a good level of commitment to Community Planning, this should not be taken for granted and the role of the service as a statutory Community Planning partner should be made clear in the Plan. Similarly, other key legislative duties and strategic commitments (such as the services role as a statutory 'Community Justice Partner') should be outlined clearly within the Plan. This would also enable scrutineers and all levels of the service to see the wider contribution that is expected of the Fire and Rescue Service.</p> <p>Recognition of local economic impact. Finally, we would like to see a greater recognition within the document of the Fire and Rescue Service's impact on local economies, primarily as an employer but also considering the economic impact of its estates policy.</p>
121	Strathglass Community Council	?	?		?	<p>The Community Councillors have reviewed the Draft Strategic Plan and regard it as a sensible and well-structured plan. The one negative aspect noted was that much of the content is stating the obvious and the 'politically correct'.</p> <p>A particular issue locally has been, and continues to be, the hiring and retention of Retained Firefighters (RFs) and we were interested to note that the RFs represent 40% of the staff and only 12% of the budget. Does this indicate that there could be an overall resource, service and budget benefit in improving the remuneration package to RFs? Presumably a balance has to be struck between the relative numbers of permanent and retained staff but it would appear that this may be an area for further consideration.</p>	

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122	Highland CPP	?		?		?		<p>It was suggested that the SFRS was an excellent resource within communities in the Highlands and the invitation to comment on what the Service could do beyond their core activities to address local challenges was welcomed.</p> <p>It was important that as a national organisation the Service rural proofed all of its activities, with a view to removing obstacles which may exist for people in rural areas for example around training to ensure there was a good supply of recruits coming into the service.</p> <p>A comment that there was a need to better reflect the proactive work undertaken in partnership in Highland in terms of prevention; the Local Senior Officer advised that the partnership working in this regard would be captured and reflected within the Local Plan for Highland</p> <p>In regard to the above it was suggested that a link to prevention in terms of the Christie Commissions' recommendations may enhance the draft Strategic Plan</p> <p>That the links with health be welcomed and reference was made to the importance of partnership working to secure enhanced community resilience</p> <p>It would be helpful to have the view of the SFRS either at a local or national level in regard to how the Community Planning Partnership could help the Service deliver its objectives.</p>
123	Highlands Council	?		?	<p>Modernising Response There is strong support for the way in which the SFRS is modernising and adapting its role to support the needs of the community and it is appropriate that this role is reflected in both the service's priorities and outcomes. The shift towards a resource to help, as a well as a service to respond to incidents, is a significant and positive development.</p> <p>The wider community safety role being adopted by SFRS, including first responder, falls prevention and assistance, is particular important given the focus on supporting people to remain independently within their homes. The SFRS contribution to supporting that agenda will be important going forward. There is a need for partnership working at a community level to consider how best to support the SFRS within this role, for example sharing of small vehicles to ensure a prompt response.</p> <p>In relation to changing and modernising roles, it is suggested that consideration is given to the delivery of 'Blue light' areas within rural communities, to ensure that at least one of the blue light services is available locally.</p> <p>Community Resilience There is support for the focus on community resilience and the prevention role of the SFRS and that this is reflected in the priorities and outcomes. This is particularly significant in a rural area such as Highland given the remoteness and isolation of many of our communities.</p> <p>Workforce Development The inclusion of workforce development within the priorities of the SFRS is seen as particularly important. The training and recruitment of retained firefighters in rural communities is critical for the sustainability of the service however this needs to be flexible and responsive to local needs. It is important local Area Managers have the discretion to adapt training requirements in order to encourage recruitment within some of our remote communities. This will ensure</p>	?		<p>The Highland Council welcomes the opportunity to respond to the SFRS Strategic Plan consultation. Overall the Council is supportive of the outcomes, priorities and objectives contained within the plan and it provides a structure under which local plans will be able to be developed.</p> <p>The geography of Highland is unique and therefore it is important that the strategic plan recognises the challenges faced by rural areas. Whilst the plan does capture the areas of particular importance – recruitment and retention of staff, community resilience and prevention - there are points which the Council would wish to note under specific priorities.</p> <p>Engagement with the SFRS at a local level within Highland and with the Scrutiny Committee is positive. Local officers are responsive but it is important that they have the flexibility to provide local solutions within the overall service structure.</p>

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				<p>that the service delivers what is needed within our communities. The role of public sector partners is critical in terms of promotion and education amongst our own staff and there is a partnership commitment to support the recruitment of retained firefighters.</p> <p>Improved local outcomes</p> <p>The Council would be supportive of the priority and associated strategic objectives related to improving local outcomes. The particular focus on the most vulnerable is welcomed. The importance of partnership working in achieving this is critical and there are already positive, strong and effective partnerships and engagement with the SFRS in Highland.</p> <p>In order to deliver on improved local outcomes there does need to be the flexibility for local Area Managers to implement local solutions to particular policy areas. Potential areas for development highlighted include:</p> <p>The targeting of home safety check in areas of higher risk and using the knowledge of local partners to assist in identifying target groups;</p> <p>Working alongside trading standards to prevent and address poor practice around the installation of wood burners and equivalent</p>		
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Appendix 1: Renfrewshire Council - Priorities

Overall the 6 priority outcome areas are welcomed by Renfrewshire Council and reflect priorities that closely align with the commitments and priorities that the Council has identified within its own plans or with its partners through the Renfrewshire Community Plan and Tackling Poverty Strategy. A number of comments are made in relation to each of the priorities below:

Improved Local Outcomes

The draft Strategic Plan makes clear that the numbers of accidental dwelling fires have reduced significantly in the period since 1999 and that this has been driven by very successful partnership working. The connection is made that the individuals that have died as a result of accidental fires are most usually known to a range of other agencies and are amongst the most vulnerable members of society. On that basis the emphasis in improving local outcomes is linked very strongly to on-going partnership working with Councils and Community Planning partners with a focus on vulnerable communities that relates very strongly to the focus of the Renfrewshire Community Plan, the Council Plan and the Renfrewshire Tackling Poverty strategy.

In addition the nature of outcomes being sought is also widened – the focus on fire safety is giving way to a focus on wider individual and community safety and in particular victims of unintended harm that is also being driven through the national Building Safer Communities strategy. Overall therefore, the strategic priority around improved local outcomes and the explanation and focus that is being promoted within the draft plan fit very well with the strategic agenda being taken forward by the Council and is welcomed.

National and Community Resilience

The Scottish Fire and Rescue Service plays a critical role alongside the Civil Contingencies Service and Police Scotland in developing national and community resilience. Overall the focus on this area of work is welcomed. In particular the approach to planning for specific hazards and threats using risk identification to decide on proportionate planning is used extensively in Renfrewshire and fits well with the wider approach to planning for civil contingencies being developed in Renfrewshire.

Modernising Response

In this priority the use of evidence to demonstrate the changing nature of the incidents that the Service are involved in and the dramatic increase in numbers of incidents in which the Service is working in a partnership role with other agencies is powerful. Locally, within Renfrewshire this trend is apparent, with the Scottish Fire and Rescue Service playing an active role in Community Planning – particularly on the Safer and Stronger Thematic Board and working closely as a key partner in the Renfrewshire Community Safety Partnership. This is valued and is helping the wider partnership to deliver results that are strengthening communities and supporting their resilience

Workforce Development

A key priority for Scottish Fire and Rescue Service that focuses on the way the service will develop its workforce with the objective of remaining an employer of choice with a well trained, highly skilled, engaged and resilient workforce.

Governance and Social Responsibility

Like all partners and public bodies, Governance and in particular transparency is key for the Scottish Fire and Rescue Service. The systematic management of risk is fundamental to both strategic and operational decision making processes and is clearly expressed within this strategic priority. Of particular note and relevance to the Council is the commitment to pay the living wage to employees and the role of the service as a Corporate Parent – particularly to children who are, or have been in care. – Both of these commitments are particularly welcomed

Transformation

A key priority for Scottish Fire and Rescue Service that focuses on the way the service will develop its operating systems and procedures to be more efficient and more effective.

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Appendix 2: Comhairle nan Eilean Siar , Priorities

Improved Local Outcomes

The Comhairle welcomes the Scottish Fire and Rescue Service's (SFRS) commitment to Community Planning and its contribution to SOA national and local outcomes through partnership working, in the interests of setting joint priorities and maximising scarce resources. On a practical level, the SFRS should make the best use of local knowledge and intelligence to inform its ongoing policy development and service improvement which meets the specific challenges faced in remote and island areas. The sharing, as appropriate, of information/data and joint analytical work can enhance the effectiveness of the service and contribute to good local outcomes, firefighter and community safety.

The Comhairle supports the principle of subsidiarity which, applied in its fullest sense, means that local communities would be able to influence key decisions that affect them. The devolution of meaningful powers to the local level provides a key to re-engaging the public in democracy and represents a significant opportunity to empower local organisations to develop solutions to the challenges they face. Central to this becoming a reality are robust Community Planning Partnerships with decision making powers and full implementation of the principles contained in the Community Empowerment (Scotland) Act 2015.

National and Community Resilience

The Comhairle recognises the importance of strengthening community resilience and also the difficulties of achieving this in a sustainable way.

The geography of the Western Isles and island communities in general present some logistical and resource challenges in terms of strengthening community resilience in particular, e.g. isolation, remoteness, terrain, climate issues, and demographics. It is vital therefore that all Fire Stations and senior personnel in the Western isles are retained.

The Comhairle's view is that it is almost always going to be more difficult for nationally and central Scotland based services to have an accurate and comprehensive overview of local situations and circumstances, as these happen, in comparison with decentralised, locally based services.

SFRS needs to be cognisant of the logistical challenges of responding to incidents speedily in remote communities, to adopt flexible approaches to reflect regional and local circumstances and to ensure that it has the capacity to do so. Operationally, and specifically in terms of timeous response to incidents, this means that specialist equipment, resources, skills and local knowledge are available in remoter and islands areas as and when necessary.

Modernising Response

The Comhairle welcomes a commitment to a more efficient and effective deployment of its resources which meet the specific needs of communities. In light of current and future public sector austerity there is a greater need to ensure that the pooling and delivery of scarce resources is maximised and this is especially important in more remote areas. The need to work with partners is paramount - to determine joint priorities, and plans for spend and investment, staffing, resources and other associated service issues.

There is a greater need for Fire Fighters, wherever possible, to be part of a combined emergency and preventative service such as NHS, Scottish Ambulance Service, Coast Guard, Police Scotland and Airport Fire services

The Comhairle notes the high incidence of false alarms which is a significant cost and drain on time and resources. The Comhairle supports proposals for the SFRS to work in partnership with those who use, manage, install and maintain automatic fire alarm systems to drive down false alarms, reduce 'blue light' emergency journeys, and free up time and resources for more proactive, preventative community safety measures.

Workforce Development

The Comhairle welcomes SFRS's commitment to being an employer of choice and to a workforce profile which better reflects the diversity of the communities within Scotland. There are specific recruitment difficulties in remoter rural and island areas, for full-time and voluntary officers, and greater flexibility should be adopted by the SFRS in terms of the frequency and availability of training and recruitment criteria assessment, to ensure that adequate workforce resources are in place, in the interests of the ongoing efficiency of the service in remote rural and island areas. There is also scope for widening training provision to incorporate, for example, firefighting at sea, water rescue and assistance to crews on ETVs.

The SFRS should also look at more frequent recruitment programmes targeted at young people in remote areas which would provide them with sustainable careers as 'whole-time' firefighters and help to stem youth out-migration from islands and rural areas where sustainable career opportunities are limited.

Governance and Social Responsibility

The Comhairle welcomes a commitment to ongoing decision making processes and which are transparent and evidence-led at national and regional levels which can best be achieved nationally through CoSLA and SOLACE and regionally through Community Planning Partnerships.

The Comhairle welcomes the SFRS's commitment to an effective approach to performance management which enables effective management of risk and supports robust scrutiny, challenge and improvement at national and local levels. At local level this scrutiny can be overseen through Community Planning, via Local Scrutiny Boards, and service improvements reflected and monitored through Single Outcome Agreements to ensure the continuing health, well-being and safety of our communities.

Transformation

The Comhairle recognises the importance of new technology in developing new and innovative solutions to improve firefighting and rescue operations. However, in a more general context, the implementation of digital connectivity infrastructure on islands and in rural areas, for example, has lagged behind mainland regions and is still not implemented in some of our remoter communities. It is vital therefore that telecommunications and mobile technology communications infrastructure are in place in remoter, hard to reach areas, to make a significant and meaningful difference to the effectiveness of the fire and rescue service in these areas

The Comhairle welcomes SFRS's commitment to deploying its assets to meet the different needs of communities and would reiterate the need to ensure that these resources are sufficient and readily available in the remoter, harder to reach, rural and island areas of Scotland. Building local community capacity and the timeous deployment of locally available resources are major priorities for these islands.

As noted above, in light of public sector funding constraints there is a greater need to ensure that the pooling and delivery of scarce resources is maximised, and this is especially important in more remote areas.

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Appendix 3: FBU, Objectives

We have answered yes to this question, however please note the following comments, concerns and questions in relation to specific objectives which underpin the headline strategic objectives.

“Improved Local Outcomes”

The FBU are pleased to note the recognition given to the work carried out by the former Scottish services prior to the single service being created, which has played a significant role in the marked reduction of accidental dwelling fires over the past 16 years. We do note from the graph shown on page 12 that there has been an increase in reported accidental dwelling fires since the inception of the new service, however also note that it is reported in Paragraph 43 that “...although we have been called to attend more accidental dwelling fires analysis indicates these continue to be less severe...”. We believe this analysis should be clearly demonstrated rather than simply reported as fact - for example it would be beneficial to see KPI's 1 & 2 on the table on page 11 broken down into more detail. This would demonstrate much greater transparency.

Paragraphs 50, 53, 56 and 57 make references to, directly or indirectly, to widening the traditional role of the fire and rescue service and the role of operational firefighters into what have traditionally been areas of health and social care. While trials into one particular area i.e. Out of Hospital Cardiac Arrest (OHCA) have been supported by the FBU under the auspices of a National Joint Council (NJC) trial within defined parameters, the results of these trials must be thoroughly evaluated, not only in relation to the firefighter role, which will be considered by the NJC, but also in relation to the potential impact adopting this role is likely to have on the SFRS; particularly the potential impact on financial resources. When consideration is given to responding to such incidents in rural areas, where the service is provided by retained staff and the cost of which is primarily based on activity, then if activity increases significantly then so will the cost. This observation applies equally to other areas of Emergency Medical Response also.

“National and Community Resilience”

Paragraph 62 & 66 make reference to response to terrorism. These objectives are also presently being considered by the NJC, therefore the expectation of the FBU in Scotland is that recognition will be given to the outcome of these national negotiations.

“Modernising Response”

The graph in Paragraph 69 shows a marked increase in ‘Assisting other agencies’ in 2015/16 from the previous three years. The question we would ask is; is this a reflection of other agencies becoming more reliant on the fire and rescue service to assist because they do not have sufficient resources themselves to meet the demand being placed on them, particularly to deal with ‘Emergency Medical Response’? We would also be interested to know what the comparable statistics are from our partner agencies. Is the SFRS calling on them more? Depending on the answers to these two questions, further examination may be required on the best use of SFRS resources which ultimately have an impact on a budget already under severe pressure.

Paragraph 73 states “...there is an opportunity for our response role to broaden further....”

To summarise -in order to consider the broadening of the role outlined in the above comments, it must be acknowledged by all parties that this would involve a broad and detailed review of the current firefighter role (map). The FBU is prepared to continue to discuss the potential for a changing role, but only within defined parameters and with a genuine commitment and recognition from SFRS and Scottish Government of what that might mean to a firefighter and the significant contribution it will make toward our communities being safer places to live and work.

We must also raise the issue of ‘statutory duty’ in relation to the potential widening of the role into traditional areas of health and social care or any other role for that matter, as our concern is that if there is no statutory duty to be involved in provision of these services then the likely consequence is that no additional funding will be made available, therefore these activities would put greater strain on already overstretched and, in our view, inadequate budgets. As previously mentioned, we would remind the SFRS that the current role of the fire and rescue service is being considered by the National Joint Council under five central work-streams which are –

- Emergency Medical Response
- Multi agency response to terrorism
- Environmental Challenges
- Youth and other social engagement
- Inspections and enforcement

Paragraph 60

In relation to improved fire safety through innovative building design and modern construction materials and methods outlined in paragraph 60; we obviously welcome any improvements in building construction which leads to improved fire safety for the public and firefighters, however it is vital that firefighters and incident commanders are given the requisite knowledge of any evolving building construction methods and systems to ensure their safety in the event that these do become involved in fire.

Paragraph 75

Our question would be, is the focus described in this objective on reducing responses to signals generated by ‘system faults’ as opposed to genuine alarm actuations that transpire to have been false alarms due to some other cause e.g. precautionary, but unnecessary?

Paragraph 78 states – “Being an employer of choice means that we create and maintain a good, stable working environment both to attract and retain talented and motivated individuals...”

In relation to retention of staff there is evidence to suggest that many key staff are choosing to leave the SFRS. Through anecdotal evidence we believe this is due to a number of factors, particularly the “Pay and Reward Review” of support staff, where many employees were left feeling undervalued and disillusioned. Additionally we believe increasing workloads with no increased or reduced remuneration has compounded this issue. The FBU would be interested to know if a mechanism has been put in place to collate information and views gathered during exit interviews to assist in achieving the SFRS aspiration of being an ‘employer of choice’.

In addition we are aware that uniformed members of staff are also choosing to leave the SFRS for other employment. We would be very interested to know if there is a significant increase in numbers leaving prior to retirement compared to previous years and if so ask the SFRS to investigate the reasons why, with a view to meeting the objective stated in this paragraph.

Governance and Social Responsibility

Paragraph 82

Who will review governance arrangements and how?

Paragraph 85 the final sentence states – “We will also take care of our workforce by protecting their safety and wellbeing, listening to their views...”

Many uniformed staff, FBU members, consistently report to us that they do not feel listened to or believe their views do not appear to be considered by the organisation, so whilst we support this stated objective we believe much work has still to be done to achieve it.

Paragraph 87 states – “To enable effective scrutiny and challenge a new holistic performance framework will be prepared...”

Will there be an Audit Strategy and if so how will that be designed? Will the improvement model be based on the Public Service Improvement Framework (PSIF), European Foundation for Quality Management (EFQM) or some other methodology? Will there be an Audit Team and if so who will that consist of?

Transformation

Paragraph 90

Modernising and redesigning a fire and rescue service to meet the needs of a country the geographical size of Scotland and with such diverse population distribution and demographics would be a challenging prospect even in a much healthier financial and more politically stable climate. To embark on such a programme today, however necessary, will pose unprecedented challenges. The FBU is prepared to engage with both the SFRS and with Scottish Government in exploring options for a redesigned fire and rescue service in Scotland. We would however implore the Scottish Government to carefully assess both the benefits and the dangers in seeking ambitious, comprehensive, structural transformation without adequately resourcing what is already an efficient and modern service.