



Item: 5

Police and Fire Sub-committee: 25 February 2025.

Scottish Fire and Rescue Service – Draft Strategy – Consultation Response.

Report by Corporate Director for Neighbourhood Services and Infrastructure.

1. Overview

- 1.1. The Scottish Fire and Rescue Service has issued a draft strategy for 2025-2028, for which comment is required by 2 April 2025.
- 1.2. The Draft Strategy, attached as Appendix 1 to this report, has been developed in response to evolving fire safety challenges and the need for a modernised, efficient fire and rescue service. The Draft Strategy aims to enhance fire safety and emergency response services across Scotland and includes proposals for improving community engagement, modernising the service, and addressing emerging risks. The Draft Strategy also outlines key priorities and actions to be undertaken over the next five years.
- 1.3. Previous consultations and reports have highlighted the importance of community engagement, resource allocation, and inter-agency collaboration. The draft consultation response, attached as Appendix 2 to this report, highlights areas of support and concern, providing constructive feedback to ensure the strategy meets the needs of the community.
- 1.4. The draft consultation response has been developed to:
 - Support the overall vision and objectives of the SFRS Draft Strategy.
 - Identify specific areas where further clarification or improvement is needed.
 - Ensure that the strategy aligns with local priorities and addresses the unique challenges faced by our community.
- 1.5. Key themes addressed in the consultation response include:
 - Enhancing community resilience and preparedness.
 - Strengthening partnerships with local organisations and agencies.
 - Addressing resource and capacity challenges.
 - Ensuring equitable access to fire and rescue services.

- 1.6. An Equality and Human Rights Impact Assessment, attached as Appendix 3, has been completed by Scottish Fire and Rescue Service.
- 1.7. In the Draft Consultation Response, a recommendation that an Islands Community Impact Assessment is undertaken by Scottish Fire and Rescue Service is made.
- 1.8. Additionally, Scottish Fire and Rescue Service have included publications related to the Draft Strategy and Consultation Response online. These comprise the Fire and Rescue Framework for Scotland 2022, attached as Appendix 4 and the SFRS Long Term Vision, attached as Appendix 5.

2. Recommendations

- 2.1. It is recommended that members of the Sub-committee:
 - i. Approve the draft consultation response to the SFRS Draft Strategy as set out in Appendix 2.
 - ii. Authorise the Corporate Director for Neighbourhood Services and Infrastructure, to submit the response, on behalf of the Council, to the Scottish Fire and Rescue Service by the deadline of 2 April 2025, following consultation with the members of the Police and Fire Sub-committee if required in order to finalise the draft response.
 - iii. Note that the Chief Executive will be requested to exercise emergency powers to enable a response to be submitted by 2 April 2025.

For Further Information please contact:

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Implications of Report

1. **Financial:** None.
2. **Legal:** None.
3. **Corporate Governance:** None.
4. **Human Resources:** None.
5. **Equalities:** None. It should be noted that SFRS have undertaken an Equality Impact Assessment.
6. **Island Communities Impact:** The Consultation Response considers the application of the Strategy to Island Communities and recommends that SFRS conduct an ICIA.
7. **Links to Council Plan:** None.
8. **Links to Local Outcomes Improvement Plan:** None.
9. **Environmental and Climate Risk:** None.

10. **Risk:** None.
11. **Procurement:** None.
12. **Health and Safety:** None.
13. **Property and Assets:** None.
14. **Information Technology:** None.
15. **Cost of Living:** None.

List of Background Papers

None.

Appendices

Appendix 1 - SFRS Draft Strategy.

Appendix 2 - Draft Consultation Response to the SFRS Draft Strategy

Appendix 3 – SFRS Equality and Human Rights Impact Assessment

Appendix 4 – SFRS Fire and Rescue Framework for Scotland 2022

Appendix 5 – SFRS Long-Term Vision



Scottish Fire and Rescue Service

DRAFT STRATEGY
2025-2028

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CHIEF OFFICER'S FOREWORD

I am pleased to present the SFRS Strategy 2025-28. A document that clearly sets out our ambitions for the next three years and explains how we will meet them.

I am incredibly proud to lead this Service and of the wide-reaching work we deliver throughout Scotland. As well as providing an effective emergency response, we sit at the heart of communities and work with a wide range of partners to improve the social and economic outcomes for the people of Scotland through our prevention activity.

As we look to the future, I have an ambitious vision for the Scottish Fire and Rescue Service (SFRS). One which would see us deliver a sustainable, modern and technological advanced Fire and Rescue Service that is fit to meet the challenges of Scotland's future.

As Chief Officer, I have six immediate priorities which will be delivered through this Strategy:

- Public Service Reform
- Enhancing Prevention
- Firefighter Safety, Technology and Training
- Leadership and Culture
- Strategic Service Review Programme
- Digital, data and technology capabilities

I want the Service to be a leader for Public Service Reform, recognising our role in a whole system approach to addressing Scotland's challenges. One that continually adapts to be better; and builds on the prevention, preparedness and response progress that we have already made by continuing to develop our people, equipment, facilities and intervention services.



STUART STEVENS
SFRS Chief Officer

I believe we have the potential to do more for the people of Scotland, responding to a broader range of life critical incidents and in further developing our prevention activity. I want us to realise that potential. This means continuing to invest and advance, whilst delivering the best value for money we can.

I will prioritise the safety of our people, with a clear focus on training, professional standards, competence and continuous improvement. Our ability to pursue innovation, embracing new technologies and working practices will be key to our success.

As we move forward, the development of all our staff groups is critical. I will place a clear emphasis on leadership development, inclusion and talent development. I am committed to ensuring that we continue to build a positive culture in our Service that is welcoming and equitable for all. I want us to be an employer of choice for everyone. One that supports our people to always feel physically and mentally safe; and to work in a supportive environment that celebrates our differences and recognises the benefits those unique life experiences can bring to the whole.

There are changes we must make to ensure that our Service is fit for the challenges of Scotland's future. This will allow us to invest in areas such as training and prevention; while also addressing the issues

we face across our ageing estate. Our Strategic Service Review Programme, which will look at how we deliver our services will be a priority over the next three years and beyond.

Sustained investment in our systems will be critical in supporting change in how we work. I am committed to making better use of our digital, data and technology capabilities to drive efficiency and improve performance.

While we recognise the importance of change, we also need to maintain a strong and capable organisation to manage the risks of today as we evolve to meet the new risks of tomorrow. This SFRS Strategy 2025-28 provides a clear vision of how we want to achieve both. It shows where we want to be in three years. It shows how we want to build on the strong foundations we already have through our current daily activities, and it marks the first steps in an ongoing journey to be a leading, sustainable and modern fire and rescue service for Scotland.

DELIVERING A SUSTAINABLE SERVICE

SFRS has a proud history of serving communities and ensuring people and communities in Scotland are safe. We do this by:

- Responding to fires
- Promoting fire safety
- Developing and delivering our prevention activities
- Enforcing fire legislation
- Responding to road traffic collisions
- Responding to serious transport incidents
- Responding to serious flooding
- Undertaking inland water rescues
- Dealing with structural collapse of buildings
- Responding to chemical, biological and nuclear incidents
- Carrying out rescues at height
- Supporting other agencies

Our prevention, preparedness and response roles have developed over time. We want to build on this success as a modern, technologically enabled fire and rescue service that is ready to meet the needs of Scotland's communities.

Scotland is changing and we need to adapt with it to continue to keep communities safe. We respond to a wider range of incidents than ever before, and the nature of our country means that different parts of Scotland require different combinations of services from us. Put simply, this means we need to keep changing how we work.

We are seeing fewer house fires but more flooding and wildfire incidents. Some of our stations are in areas where heavy industry, shipyards or coal mines formerly existed but are no longer present. Furthermore, we have stations that are no longer fit for purpose and require significant investment to make them safer and more suitable for our people. We want to make sure we have the right resources, in the right place, at the right time to continue to provide the best service we can.

Providing the best service is not only about response. It is about understanding emerging risks and preventing an emergency incident or harm from happening in the first place. Scotland faces evolving risks such as an ageing population, increased vulnerabilities, impacts of social and economic inequality, and the impacts of climate change. We have a proven track record in delivering a wide range of prevention interventions. This pro-active approach helps to support people to make their homes and communities safer. We support Scotland's diverse communities and groups – from educating young people, to supporting adults and older people to live safely and independently. We also support the business community to remain safe and prosper by regulating businesses and workplaces. This helps to ensure that the places people work in, or visit, are safe from fire.

Since the formation of SFRS, we have continued to deliver an effective emergency and prevention service for the people of Scotland, whilst delivering an ambitious savings target set by the Scottish Government. These savings were delivered through a systematic efficiency programme which changed our structure, our estate, and our work processes to ensure that we were being run as effectively and efficiently as possible, while creating a more resilient organisation.

Despite making these savings and recent budget increases, we are still faced with significant and complex spending pressures. As an already lean Service, our ability to keep modernising is becoming more difficult.

SFRS remains ambitious for Scotland regardless of these challenges. But to realise our ambitions we require investment. That investment will enable us to change, adapt and evolve. Without it, our ability to keep evolving will be compromised.

We have set out our ambitious Strategic Service Review Programme (SSRP) which will enable us, with investment, to deliver the changes we need to make and to build a sustainable Service for the future. This will allow us to develop new services, adopt new technologies and safeguard communities and firefighters in the future.

A priority for the next three years, SSRP will focus on: providing firefighters with modern facilities, fleet and equipment to enhance community and firefighter safety; how and where we deliver our services from; and ensuring our corporate services are as efficient and effective as possible.

We know from our own experience that change brings challenges, but our track record gives us confidence in our ability to advance further. We are committed to working and consulting with our communities and partners to deliver the change the country needs of us.

PURPOSE OF OUR STRATEGY

This Strategy sets the direction for how we will evolve over the next three years and is an important step towards progressing our Long-Term Vision as a Service.

It provides a set of clear objectives that we will deliver for the people of Scotland.

Our Strategy supports the delivery of our Purpose, Mission and Vision.

OUR PURPOSE:

“To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.”
– Fire and Rescue Framework for Scotland 2022

OUR MISSION:

“Working Together, for a Safer Scotland”

OUR VISION:

“To be a leading, sustainable, modern and technologically advanced fire and rescue service that is fit to meet the challenges of Scotland’s future.”

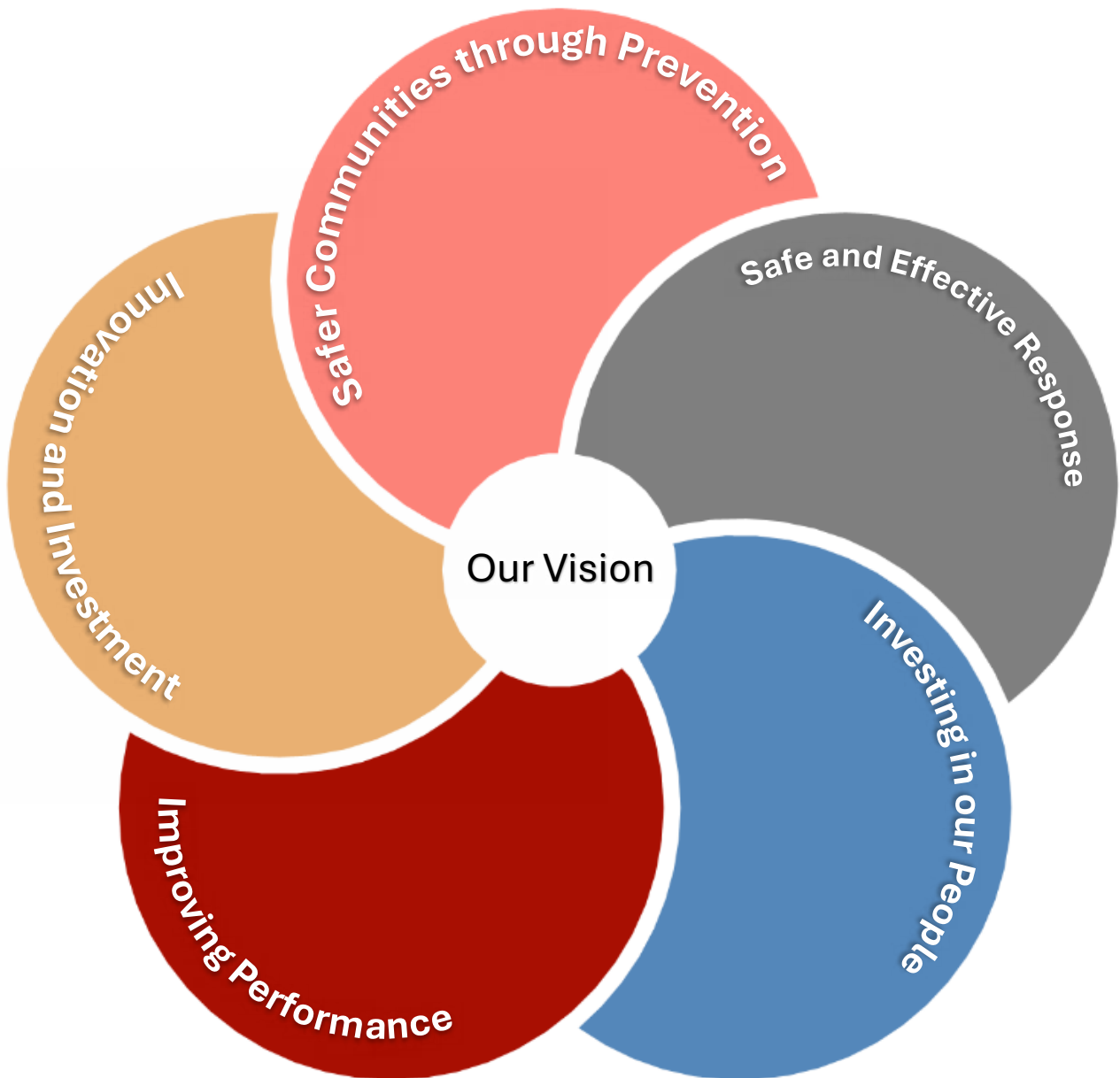
Our Purpose, Mission and Vision will be supported by our Values which provide a foundation for decision-making, behaviour and strategic direction:



OUR STRATEGIC OBJECTIVES

To achieve our ambitions, manage known Service risks, and deliver the Chief Officer's priorities, we have identified five strategic objectives for the Service.

Each objective holds equal value in driving our Strategy forward. As a collective, they define our overall direction and will be central to how we plan our activities and our budget over the next three years.



In the next section we have set out the outcomes we will pursue in meeting our objectives and what we will deliver to realise those outcomes.

OUR OBJECTIVES

Safer Communities through Prevention

Outcome: Through our work, in partnership with communities and other organisations, the safety and wellbeing of the people of Scotland continually improves.

What Safer Communities means for us:

We will always respond to emergency incidents, but it is better if they don't happen in the first place. We work to prevent fires in homes and businesses to reduce the devastating impact a serious incident can have. Working with a wide variety of partner organisations and communities also helps us to address existing and new wider safety concerns, including how we contribute to safeguarding vulnerable people. We are proud of this element of our work, and we want to do more - our Prevention, Protection and Preparedness Strategy will help us do this. We want to work even more closely with

communities, businesses and our Public Service partners to support Scottish Government's Public Service Reform ambitions. We want to build on our success of preventing harm, improving wellbeing and helping communities increase their resilience by working with local councils and a wide range of public and third sector partners. Critical to this is listening to and responding to communities' needs as we develop the services we provide. We want to remain a daily and trusted part of Scotland's communities and public service delivery system.

How we will deliver:

- Investment in new and enhanced data-led prevention interventions where their design is led by research and work with partners to achieve the impacts we wish to see.
- Our expertise will advise and influence the development of national policy areas, specifically those that include resilience, fire safety and prevention.
- Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm.
- Our approach to fire prevention and enforcement will be revised through the implementation of findings from major incident reviews such as the Grenfell Tower Inquiry Reports.
- Preparedness will be increased to enable us to work alongside communities and our partners to build resilience to help us, and them, be better organised to meet the challenges of major incidents as well as enhancing day to day community safety.
- Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.

Safe and Effective Response

Outcome: We are a leading Fire and Rescue Service where our communities and people are safe.

What a good Fire and Rescue Service looks like:

Providing an effective emergency response will always be a priority for us. This is critical to reducing harm in our communities and keeping firefighters safe. To do this well and safely, it is important that we understand changing risks in Scotland. The impact of climate change will drive significant demands and pressures on to the Service as its effects are felt across Scotland's communities, in addition to changing social and economic risks. To meet the demands those risks generate we will adapt and develop our equipment, training, and the way we work to be as prepared for and effective as we possibly can be, whilst always

ensuring the safety of communities and firefighters. In our Operational Strategy (2022-32) we placed an effective operational response at the forefront of the Service. To do this, we will continue to learn and adapt from the incidents that we attend. We also acknowledged the importance of collaborating with partners and using the latest technology and techniques at the heart of our operational delivery across the country. Through our Training Vision and Strategy we will ensure that firefighters are suitably and competently trained to safely resolve operational incidents.

How we will deliver:

- Operational and control room firefighters will be equipped and receive high quality training in line with our Training Strategy 2024-29, ensuring they can safely and effectively respond to emergencies and maintain and develop their competencies.
- Fit for purpose workforce, technology, stations and vehicles that are located strategically to respond to community risk and need.
- New and different ways of working will be explored to maximise effective and productive worktime for our people.
- New operating delivery models to maximise organisational effectiveness.
- New systems and technologies to enable more effective and productive incident response capabilities.
- Organisational learning from operational incidents, training events and external event investigations will influence future practice, enhance performance and improve firefighter safety.

Investing in our People

Outcome: Our people feel valued and supported by SFRS in a culture that embraces diversity and inclusion, empowerment and accountability and drives joined up working.

What being a great employer means to us:

Our strength comes from our people. We are committed to creating a collaborative and supporting environment where everyone can excel and feel heard. We will put their safety, and their physical and mental health at the forefront of what we do. We will support them through change. We will develop and nurture their talent and skills, provide development opportunities for all, and offer rewarding careers. We will be

inclusive, with a culture that allows our people to be themselves at work. Our senior leaders will lead by example and show they are committed to our values through their behaviours, they and all staff will uphold those values in their daily work. We will take opportunities to build a workforce that better reflects the communities we serve and will promote diversity and inclusion at all levels of the Service.

How we will deliver:

- Our safety culture will put health, safety and wellbeing at the forefront across the Service.
- The mental health and wellbeing of our people will be protected, supported and improved.
- A culture that values and promotes inclusion, fairness, equality, respect and drives professional standards will continue to be embedded.
- Service Values will be reviewed so that they are reflective of a modern fire and rescue service and its people.
- Opportunities for our people to develop their skills and careers will be available.
- Our people will receive the leadership and management skills they need to match their role and enhance professional standards.
- New ways of working will help attract, retain and further support our workforce.
- Our workforce will increasingly reflect the population of Scotland where we employ individuals from a wide range of perspectives, communities, life experiences, characteristics, and heritage.
- Enhanced succession planning arrangements to ensure we always have a sustainable and skilled workforce will be in place.
- Strong and effective relationships will be maintained with our recognised Representative Bodies.

Improving Performance

Outcome: We will continuously improve our organisational performance, productivity and resilience.

What being and effective organisation means to us:

We strive to continually improve the services we provide to make Scotland safer. In challenging financial times, using innovative processes, technology and ideas will help us do this. As we adapt, it is important we have effective compliance, change and performance management processes in place. This will help us ensure we continue to deliver the best possible service and provide value

for money to the people of Scotland. We believe that effective governance, strong accountability, resilient performance and sound financial planning are at the heart of good public services. Our decision making will be evidence-led, open, and transparent. We will fully engage with our people and representative bodies as we continue to evolve and improve our services.

How we will deliver:

- Innovative ways of working will increase levels of productivity and performance, whilst providing value for money to the public.
- Change projects will be effectively managed, delivering on time, cost and quality whilst helping our people understand and commit to change.
- Organisational risk, security and resilience will be effectively managed to maintain business continuity during impactful events such as cyber security attacks.
- Continue to ensure the Service is well governed, providing information and assurance to the people of Scotland.
- Improved use of data and business intelligence across the Service will support decision making, manage activities, and enable us to work more productively.
- New and innovative ways of engaging with communities to inform and support our decision making.
- Building insights into public attitudes and levels of community satisfaction in what we do and how we work.

Innovation and Investment

Outcome: We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.

What innovation means to us:

New developments are happening at an increasing pace across every aspect of our society and economy. We want to do more for the communities of Scotland. We want to be a leader in how public services are delivered and this includes developing and diversifying our own role within communities. We believe that by working with our public service partners we could expand our activities, help save lives, minimise harm to people, and add social and economic value to Scotland. For example, we could provide an emergency medical response and support the most vulnerable in our communities. This could improve wider community outcomes, reduce demand of partner services and ultimately reduce the risk within Scotland's communities. As

we continue to evolve, it is important that our people have the right facilities, equipment and technology to do their jobs safely and well. Supported by our Strategic Asset Management Plans, we want our stations to be fit for a leading fire and rescue service, where our facilities reflect the needs of our workforce, improve our approach to reducing firefighters' exposure to contaminants, and are environmentally sound. Our people also need more technologically advanced equipment and vehicles to use at incidents; and to train with. Making better use of technology, embracing new ways of working to drive efficiency, innovation and automation will be a key feature in the next stages of our Service evolution.

How we will deliver:

- A diversified role within communities that increases our prevention and emergency response activities.
- Building an organisational environment that supports the research and development of innovative technology and working practices that improves public and firefighter safety.
- An improvement programme to deliver buildings that provide safe and appropriate facilities that reflect the needs of a modern workforce.
- Focus on identifying and reducing the risk of firefighter exposure to contaminants.
- Vehicles and equipment will continue to be modernised to support the safety and wellbeing of our people.
- Through investment in digital, data and technology capabilities we will support change in how we work.
- Review of Corporate Service functions will lead to better aligned, more efficient, effective and productive business processes.

DELIVERING OUR STRATEGY

The SFRS Strategy sets our national direction for the Service and shapes our approach to how we plan and deliver our services and in turn it will shape our local area plans. These plans are community focused and detail how national priorities will be delivered. They show how SFRS will support the delivery of the Local Outcome Improvement Plans, with local risk and need at the forefront.

Our Strategy will be delivered through our **SFRS Three-Year Delivery Plan**. This is a rolling planning document that details how we will deliver these priorities over the duration of the Strategy. It contains the most important activities that are required each year to deliver our ambitions. As it sets the direction for all other work plans, progress of the Three-Year Delivery Plan is closely scrutinised by the SFRS Board. Our delivery plan provides us with flexibility, allowing us to adapt our plans should unforeseen challenges arise. Any additions or changes must be approved by the Board. This ensures that the actions contained within it remain the top priorities for the Service.

From a corporate perspective, delivery of the SFRS Three Year Plan is supported by **Directorate Plans**. These go into further detail of the Directorate level work that will be carried out throughout the year. These Plans are scrutinised

by Directorate Management Teams; and form the basis of the work that is undertaken by individual teams through **Functional/Team Plans**.

From an operational perspective, delivery of the SFRS Strategy and Three Year Plan is supported by **Local Fire and Rescue Plans**. These plans are community focused and detail how national priorities will be delivered with local risk and need at the forefront. Progress against Local Fire and Rescue Plans is scrutinised by Local Management Teams and Local Authority Scrutiny Committees. Local Fire and Rescue Plans are supported by **Community Fire Station Plans**, showing how each station in that local authority area will contribute to the delivery of the Local Fire and Rescue Plan and ultimately help deliver this Strategy. This diagram shows how our planning process provides clear guidance at every level of the Service.



HOW WE WILL MEASURE AND EVALUATE OUR WORK

Progress against the objectives in this Strategy will be closely monitored and evaluated to ensure that we are effective in their delivery.

Internally we report our performance to Executive and Non-Executive Boards and Committees on a quarterly basis through our Three-Year Delivery Plan Update Reports and our Quarterly Performance Dashboards. These reports provide progress updates on our detailed delivery plans and targets.

As a public service body that is committed to transparent reporting, the same reports are widely available on the [SFRS website](#).

More details of our annual progress is also made available via our Annual Performance Review Reports, Annual Report and Accounts and our Official Statistics. We also have a range of qualitative performance reports which detail how we are working towards specific priorities within the Strategy. This includes publications like our SFRS Working in Partnership Report, Annual Procurement Report and Health and Safety Report – all of which can also be found on the [SFRS website](#).

TELL US WHAT YOU THINK

The formal consultation of this draft SFRS Strategy 2025-28 opened on Wednesday 5 February 2025 and will run until Wednesday 2 April 2025. To ensure we review and manage all responses consistently please feed back to us using our online survey. This can be accessed on the [SFRS website](#). After the consultation is closed, we will publish the results.

If you cannot access our online survey, or if you would like more information about the Scottish Fire and Rescue Service you can:

Write to:

Scottish Fire and Rescue Service Headquarters
Westburn Drive
Cambuslang
G72 7NA

Phone: 0141 646 4501

Visit our website: www.firescotland.gov.uk



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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SFRS Draft Strategy 2025-2028

Version 1.0 February 2025

Appendix 2

Draft Consultation Response to the Scottish Fire and Rescue Service Draft Strategy

INTRODUCTION

1. What is your name? (Optional)
 - Not Applicable/Prefer Not To Say
2. What is your email address? (Optional)
 - Not Applicable/Prefer Not To Say
3. To help us analyse all feedback, please tell us if you are responding as a:
 - Organisation
 - If you chose the 'other' option please explain here:
 - Not Applicable/Prefer Not To Say
4. If you are responding on behalf of an organisation please state the name of the organisation:
 - Orkney Islands Council
5. If you are responding as an individual please provide the first part of your postcode e.g. G77, EH34:
 - Not Applicable/Prefer Not To Say
6. We would like your permission to publish your consultation response. Please let us know if you are happy for us to publish your response:
 - We are happy for our feedback to be published

OUR OBJECTIVES AND OUTCOMES

7. Looking at this Objective (Safer Communities through Prevention), to what extent do you agree it should be included in the SFRS Strategy 2025-28?
 - Agree
 - Orkney Islands Council would comment that the objective of enhancing safer communities through prevention is crucial. By focusing on prevention, the SFRS can reduce the occurrence of emergencies and improve the overall safety and wellbeing of the people of Scotland. This aligns with the Orkney Islands Council's commitment to community safety and resilience. For island communities, prevention is particularly

important due to the potential delays in emergency response times caused by geographical isolation. Enhanced prevention measures can mitigate risks and ensure that island residents are better protected.

8. Looking at this Outcome, to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that the outcome of improving safety and wellbeing through partnerships with communities and other organisations is essential. Collaborative efforts can lead to more effective prevention strategies and better support for vulnerable individuals. For island communities, strong partnerships with local organisations and community groups are vital to address unique challenges and ensure that prevention efforts are tailored to local needs.

9. Are there any other comments you would like to make about this Objective or Outcome?

- Orkney Islands Council would comment that the emphasis on data-led prevention interventions and community planning is commendable. It is important to continue investing in research and partnerships to address emerging risks and enhance community resilience. For island communities, it is crucial to consider the specific risks and vulnerabilities they face, such as limited access to services and the impact of severe weather events.

OBJECTIVE AND OUTCOME 2

10. Looking at this Objective (Safe and Effective Response), to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that ensuring a safe and effective response is fundamental to the SFRS's mission. Adapting to changing risks and investing in training, equipment, and technology will enhance the Service's ability to respond to emergencies effectively. For island communities, it is important to ensure that response capabilities are robust and that there are contingency plans in place to address potential delays in emergency response times.

11. Looking at this Outcome, to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree

- Orkney Islands Council would comment that the focus on understanding changing risks and collaborating with partners to improve response capabilities is vital. This approach will help the SFRS remain prepared for a wide range of incidents and ensure the safety of both communities and firefighters. For island communities, it is essential to have tailored response plans that consider the unique geographical and logistical challenges they face.

12. Are there any other comments you would like to make about this Objective or Outcome?

- Orkney Islands Council would comment that the commitment to organisational learning and continuous improvement is important. By learning from past incidents and training events, the SFRS can enhance its performance and safety standards. For island communities, it is crucial to incorporate local knowledge and experiences into training and response plans to ensure that they are effective and relevant.

OBJECTIVE AND OUTCOME 3

13. Looking at this Objective (Investing in our People), to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that investing in the wellbeing and development of SFRS personnel is crucial. A supportive and inclusive work environment will lead to a more motivated and effective workforce. For island communities, it is important to ensure that local firefighters and emergency responders receive the necessary training and support to carry out their duties effectively.

14. Looking at this Outcome, to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that promoting diversity, inclusion, and professional development within the SFRS will help build a workforce that reflects the communities it serves and enhances overall service delivery. For island communities, it is important to ensure that recruitment and retention strategies are in place to address potential challenges related to geographical isolation and limited access to training facilities. It would be the suggestion of Orkney Islands Council that an Islands Communities Impact Assessment is undertaken, in addition to the Equality and Human Rights Impact Assessment undertaken by SFRS.

15. Are there any other comments you would like to make about this Objective or Outcome?

- Orkney Islands Council would comment that the focus on mental health and wellbeing, leadership development, and succession planning is commendable. These initiatives will ensure that the SFRS remains a resilient and capable organisation. For island communities, it is important to provide additional support and resources to address the unique challenges faced by local emergency responders.

OBJECTIVE AND OUTCOME 4

16. Looking at this Objective (Improving Performance), to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that continuous improvement in organisational performance is essential for delivering high-quality services. Embracing innovation and effective governance will help the SFRS achieve its goals. For island communities, it is important to ensure that performance improvement initiatives are tailored to address the specific needs and challenges they face.

17. Looking at this Outcome, to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that the emphasis on evidence-led decision making, transparency, and community engagement is important. These practices will enhance public trust and ensure that the SFRS remains accountable to the people of Scotland. For island communities, it is crucial to involve local stakeholders in decision-making processes to ensure that their unique perspectives and needs are considered.

18. Are there any other comments you would like to make about this Objective or Outcome?

- Orkney Islands Council would comment that the use of data and business intelligence to support decision making and improve productivity is a positive step. It is important to continue exploring innovative ways to enhance service delivery and value for money. For

island communities, it is essential to ensure that data collection and analysis efforts consider the specific risks and vulnerabilities they face.

OBJECTIVE AND OUTCOME 5

19. Looking at this Objective (Innovation and Investment), to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that innovation and sustained investment are key to the SFRS's ability to adapt to changing needs and improve service delivery. Embracing new technologies and practices will enhance the Service's effectiveness and efficiency. For island communities, it is important to ensure that investment efforts address the unique challenges they face, such as limited access to resources and infrastructure.

20. Looking at this Outcome, to what extent do you agree it should be included in the SFRS Strategy 2025-28?

- Agree
- Orkney Islands Council would comment that the focus on diversifying roles within communities and supporting research and development is important. These efforts will help the SFRS remain at the forefront of public service delivery and improve community outcomes. For island communities, it is crucial to ensure that innovation efforts are tailored to address their specific needs and challenges.

21. Are there any other comments you would like to make about this Objective or Outcome?

- Orkney Islands Council would comment that the commitment to modernising facilities, equipment, and vehicles is commendable. Ensuring that the SFRS has the right resources to carry out its duties safely and effectively is essential. For island communities, it is important to ensure that investment efforts address the unique challenges they face, such as limited access to resources and infrastructure.

THINKING ABOUT THE STRATEGY AS A WHOLE...

22. Are there any other comments you would like to make about the draft SFRS Strategy 2025-28?

- Orkney Islands Council would comment that the SFRS Draft Strategy 2025-28 provides a clear and comprehensive vision for the future of the

Service. The focus on prevention, response, people, performance, and innovation is well-balanced and addresses the key challenges facing the SFRRS. For island communities, it is important to ensure that the strategy is supported by adequate funding and resources to achieve its ambitious goals. Additionally, it is crucial to consider the unique geographical and logistical challenges faced by island communities and ensure that the strategy is tailored to address their specific needs.

More About You

23. What is your age?

- Not Applicable/Prefer Not To Say

24. What is your sex?

- Not Applicable/Prefer Not To Say

25. Do you consider yourself to be trans or have trans history e.g., trans man, trans woman, non-binary?

- Not Applicable/Prefer Not To Say

26. Which of the following best describes your sexual orientation?

- Not Applicable/Prefer Not To Say
- Please provide other sexual orientation here:
 - Not Applicable/Prefer Not To Say

27. Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

- Not Applicable/Prefer Not To Say

28. Do any of these conditions or illnesses affect you in any of the following areas?

- Not Applicable/Prefer Not To Say
- Add other health conditions here:
 - Not Applicable/Prefer Not To Say

29. Does your condition or illness/do any of your conditions or illnesses reduce your ability to carry-out day-to-day activities?

- Not Applicable/Prefer Not To Say

30. Do you have caring responsibilities?

- Not Applicable/Prefer Not To Say

31. Please tell us if you are care experienced.

- Not Applicable/Prefer Not To Say

32. What is your ethnic group?

- Not Applicable/Prefer Not To Say
- If you chose an 'other' option please state your ethnic group here:
 - Not Applicable/Prefer Not To Say

33. What religion, religious denomination or body do you belong to?

- Not Applicable/Prefer Not To Say
- If you chose 'other' please state your religion or belief here:
 - Not Applicable/Prefer Not To Say

Equality and Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 – BASIC INFORMATION

Before you complete an Equality and Human Rights Impact Assessment (EHRIA) you must read the guidance notes and, unless you have a comprehensive knowledge of the equality legislation and duties, it is strongly recommended that you attend an EHRIA training course.

Name of the proposed new or revised policy, strategy, project, activity or service being assessed.

Scottish Fire and Rescue Service Strategy 2025-28

Policy owner(s) responsible for completing the Equality and Human Rights Impact Assessment.

Louise Patrick
Strategic Planning and Partnerships Coordinator
Strategic Planning, Performance and Communications

Colleagues and/or other partners involved.

Kirsty Jamieson
Planning and Performance Officer

E&D Practitioner/Support

Parveen Khan
Equality Diversity and Inclusion Officer

Date Commenced

27 December 2024

Please complete the following questions.

1. Develop a clear understanding of your aims, objectives and the intended outcomes of the policy, strategy, project, activity, or service.	
Briefly describe the main aims, objectives and purpose.	<p>The Scottish Fire and Rescue Service (SFRS) Strategy 2025-28 outlines the steps the SFRS will take over the next three years to deliver our Vision; and contribute towards the seven priorities within Scottish Government's Fire and Rescue Framework for Scotland 2022.</p> <p>The Strategy will also help deliver the priorities outlined within the SFRS Long-Term Vision document as well as setting out how the Board and management team of the SFRS will embark on a programme of development for the organisation over the next three years.</p> <p>This Equality and Human Rights Impact Assessment has been developed as part of the process to support the implementation of the SFRS Strategy 2025-28 and to fully consider equality, diversity, and inclusion from the very beginning of the development process.</p>
What results/outcomes are intended?	<p>The primary goal of the Scottish Fire and Rescue Service (SFRS) is to make people safer. The SFRS Strategy 2025-28 will provide an overview of the high-level commitments for the next three years and will illustrate how we intend to prioritise our resources to improve community safety, wellbeing, and resilience.</p> <p>In addition, the SFRS Strategy 2025-28 will provide the link between the National Performance Framework, the Justice in Scotland Vision and Priorities, the Fire and Rescue Framework for Scotland 2022, the SFRS Long-Term Vision and the Strategic Outcomes of the SFRS.</p>
Who is intended to benefit and in what way?	<p>Scottish Government, SFRS Board, SFRS personnel, people, and communities of Scotland through a clear understanding of what the SFRS longer term ambitions are and what it sets out to achieve over the next three years in pursuit of those.</p>
Does it link with any other function/policy/activity/project?	<p>The Fire and Rescue Framework for Scotland 2022 outlines the Scottish Government's expectations of the SFRS which need to be reflected in the SFRS Strategy 2025-28 and Local Plans. Further detail on the specific strategic actions we will take to meet the priorities set out in these will be presented in Three Year Delivery Plans, Annual Operating Plans and Directorate Plans. The SFRS Strategy 2025-28 is related to all SFRS strategies, plans, activities, policies, and initiatives by setting the overarching operating parameters for the SFRS.</p>
What factors/forces could contribute/detract from the outcomes?	<p>Detract factors that could pose a high risk due to their potential impact and likelihood of occurrence:</p> <ul style="list-style-type: none"> - A failure to align the SFRS Strategy 2025-28 and underpinning planning framework with the Fire

	<p>and Rescue Framework for Scotland 2022</p> <ul style="list-style-type: none"> - failure to communicate content, purpose and operating model to appropriate personnel and stakeholders - Lack of resources to deliver outcomes - Environmental/operating landscape changes - Political changes
Who will be responsible for implementation?	SFRS Board and Strategic Leadership Team (SLT) are primarily responsible for overseeing and implementing the SFRS Strategy 2025-28.

PART 2 – ESTABLISHING RELEVANCE

- This section is designed to determine if there is relevance between the function/policy and equality and Human Rights legislation.
- This section is designed to determine if there is relevance between the function/policy and the Protected characteristics as defined in the Equality Act 2010, other equality characteristics or Human Rights.
- Initial screening will provide an audit trail of the justification for those functions that have been deemed not relevant for impact assessment.

Q1A. The function/policy will or is likely to influence SFRS' ability to....

General Equality Duty	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
<i>* If required, further information on General Equality Duty can be accessed here.</i>			
Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between people who share a characteristic and those who do not	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between people who share a relevant protected characteristic and those who do not.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q1B. The function/policy will or is likely to be relevant on the grounds of....

Please tick as appropriate.

** If required, further information on the protected characteristics can be accessed here.*

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring Responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social and Economic Disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Island Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Q1C. If you have selected 'No' for any or all of the characteristics above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

The Strategy is unlikely to be relevant on the grounds of marriage and civil partnership unless an activity relates to employment.

Due to the strategic nature of this document, its broad reaching scope and its reliance on the interpretation of its ambitions through associated strategies, plans, policies and practices, the SFRS Strategy 2025-28 does not lend itself well to analysis under the equality impact assessment process. The Strategy does, however, play a crucial role in directing future initiatives and corporate decisions which may themselves be more directly relevant to the general equality duty.

In recognition of the role the SFRS Strategy 2025-28 plays in directing activity of the SFRS and the potential for those activities to further the aims of the general equality duty the Strategy 2025-28 is being screened as relevant to the general equality duty and relevant for progressing to equality impact assessment and Island Impact Assessment. The focus of the island equality impact assessment will be on outlining the broad equality context within which the SFRS operates.

Q2A. Is the function/policy relevant to the Human Rights Act 1998?

* If required, further information on the Human Rights Act 1998 can be accessed [here](#).

Yes **No** **Don't Know**

Q2B. Is the function/policy relevant to the United Nations Convention on the Rights of the Child?

* If required, further information on the United Nations Convention on the Rights of the Child can be accessed [here](#).

Yes **No** **Don't Know**

Q2C. If you have selected 'No' for Human Rights and/or Children's Rights above, please provide supporting evidence or justification for your assessment that no relevance has been established and therefore a full impact assessment is not required.

N/A

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring

There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 – IMPACT ASSESSMENT

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
<p>Age</p> <p>Consider: Children, young people, and adults. Education, retirement, physical health, mobility, access and egress, specific needs in relation to fire safety, communication needs and/or barriers.</p> <p>Mental Health: Different impacts both positive and negative dependent on life stages around participation, relationships, poverty, education and training, opportunities to succeed and physical health.</p>	<p>Older people</p> <p>Data from Scotland’s 2022 Census shows how the population is changing, and with that the opportunities and challenges facing modern Scotland. This includes evidence on key issues such as: our ageing population, the impact of migration, and local population differences.</p> <p>Scotland’s population is getting older. There are now over one million people aged 65 and over in Scotland (20.1%). This is over a quarter of a million higher than the number of people under the age of 15.</p> <p>If past trends continue it is projected that by 2045, Scotland will have a smaller and older population.</p> <p>By 2045, it is projected that there will be fewer children (-22%); roughly the same number of people of working age (-2%), and more people of pensionable age (+21%).¹</p> <p>As the population continues to age, older people are increasingly living alone or in smaller households. In particular, older women are most likely to live alone.</p> <p>We know that older people are more at risk from fire incidents. As people get older, it can become more difficult to detect and respond to fires. For example, it can become harder to hear smoke alarms, smell smoke, detect changes in heat and turn off appliances. Anecdotal evidence also suggests that older people may be more likely to possess older appliances, which have a greater potential to be faulty and increase the risk of fire. Although social/local authority landlords have a duty to PAT test such electrical items, this is not the case for private renters/owners.</p>

¹ Scotland’s Population 2023 – the Registrar General’s Annual Review of Demographic Trends).

Our [Incident Statistics for 2023-24](#) show a strong relationship between age and rates of fatal casualties per million population rates.

Those aged below 39 have a rate of fatal casualties below average, with those aged 0-4 years having a rate of 0.0. Those aged 80 and over have a rate considerably higher than other age categories, with those aged 80-89 having a rate 2.6 times the Scotland average and those aged 90 and over having a rate 6.1 times higher than the Scotland average. Ten-year averages have been used to give a robust comparison as one-year figures can vary a lot.

The fire fatality rate in people over 60 has remained consistently higher than for any other age group and the 60+ age group is the most vulnerable. This age group is more likely to be a fatal fire victim than any other age category. There has been an increasing year on year trend for the over 60 age group over the last two years and this is cause for concern. This may be due to the population increase over 60s living longer lives, but other lifestyle factors such as isolation, mental health issues, mobility and medication use are factors impacting on individual's safety. Statistically, the older you are the more likely you are to become a fire fatality.

Living longer lives further increases the scope for us to work with our partners to deliver effective prevention measures through a more holistic approach to assessing risk and acting to reduce or remove harm. Local Plans will help us to focus on prevention activities based on the risk profile of a particular local authority area, including the collation and sharing of information about the diverse needs of older people in our communities.

By sharing information with other agencies, we can work to reduce risk from harm. Our reviewed Home Fire Safety Visits look to build on our current Home Fire Safety model and incorporate wider health and social care considerations, allowing us to do more for the people of Scotland.

The SFRS engages with agencies, other organisations and authorities who work with older people, to identify and target those in need of assistance and advice on fire safety. This type of multi-agency targeted approach is particularly important for older, vulnerable people, who may not be able to obtain information via the usual channels – for example they may not have access to the internet or understand mainstream fire safety material. Information may need to be provided in

accessible formats, such as easy read or large font. There are several initiatives, such as installing smoke/heat detectors or linked alarm systems, which also aim to reduce their vulnerability to fire. To ensure that our resources are effective we will make better use of communication tools to engage with older people in their preferred way. Our approach to communicating with the public can be found in our [Corporate Communications and Engagement Strategy](#).

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

This further increases the scope for us to work with our partners to deliver effective prevention measures through a more holistic approach to assessing risk and acting to reduce or remove harm. We will also focus on prevention activities, including the collation and sharing of information about the diverse needs of older people in our communities. A new Prevention Strategy is currently being developed which will detail how we wish to develop and enhance our prevention activity.

However, age is not necessarily the only factor which contributes to making people more at risk from fire. The Scotland Together report on fire safety in 2009 stated that 90% of older people involved in a Fatal Fire Survey had other contributory factors, such as mobility problems, disability, mental health issues or alcohol involvement. Social deprivation was also highlighted as a key factor related to an increased risk from fire, which may be a particularly important issue in the current financial climate. Changes in health and social care place a greater emphasis on enabling people to stay in their homes safely, and we have made strides in recent years in partnership working to address the challenges posed by dementia and an ageing population. We also work closely with care homes and sheltered housing providers to make sure the right safety measures are in place and that the duty holders know what they should look to provide a secure environment for their clients/tenants.

We need to work with our partners to understand the risks that people will face in their communities and will

	<p>undertake a collaborative approach to ensure the safety and wellbeing of individuals. Our Safe and Well Project is a prime example of this and will allow us to signpost high-risk individuals to our partner organisations for further support and advice to reduce harms identified from a Safe and Well visit. In addition, living alone tends to increase the risk of fire injury or death – 53% of accidental fire death incidents occur in single occupancy households and 51% occurring in flatted accommodation. As such, an ageing population, with an increasing number of people living alone, has the potential to lead to an increase in accidental dwelling fire deaths (Scotland Together).</p> <p>The SFRS Strategy 2025-28 will not detract from the many prevention projects that are carried out across Scotland.</p> <p>Younger people The SFRS takes forward schools programmes and a formal national accreditation qualification for youth engagement programmes to educate young people on fire safety and decrease fire related anti-social behaviour (e.g. attacks on crews and fire hydrant damage). Many of these are delivered through a multi-agency approach, led by our Community Action Teams, who are located across Scotland. Topics of learning can include a range of issues, such as home fire safety, the dangers of making hoax calls, dangers of deliberate fire setting, road safety, alcohol and drug awareness, first aid and healthy eating.</p> <p>Modified versions of courses are delivered to young people with disabilities. In addition, station-based personnel carry out activities with youth groups and schools. Road safety, fire safety and general outreach programmes are also run.</p> <p>The SFRS operate a Youth Engagement Framework and will increase the number of initiatives that we run which are aimed at getting young people involved in activities where they can build valuable knowledge and life skills to prepare them for the future, such as our Youth Volunteer and Modern Apprenticeship schemes. We will also positively engage with young people to support them into work within the Service.</p>
<p><u>Caring Responsibilities</u></p> <p>Consider: Carers for elderly relatives, individuals with a disability, children under 18. Times/Days of meetings and</p>	<p>Caring responsibilities within the scope of the impact assessment process relates to employment and other work practices that may discriminate against those who have responsibilities for caring for young children or other dependents such as those with a disability or elderly parents. It generally does not apply to service</p>

events, changes in working patterns, young carers and care experienced individuals.

Mental Health: Juggling work and caring responsibilities can be both rewarding but also extremely stressful. 71% of carers have poor physical and mental health. Differing outcomes and barriers for groups (such as care experienced people and young carers) including education, poverty, lack of inclusion and life opportunities.

provision unless it can be demonstrated that the conditions of the service provision disadvantages those with responsibility for caring for someone with a disability.

We don't have a national picture of those with caring responsibility as the dispersal rates are not consistent across Scotland and some areas such as Inverclyde, West Dunbartonshire and North Lanarkshire have higher levels of this kind of care provision which are also the local authority areas with higher ratings in the Scottish Index of Multiple Deprivation (SIMD). These local authorities are the same areas with higher rates of unpaid care provided by a relative or friend with at least 4% of the population providing more than 35 hours unpaid care work each week.

Such high levels of care indicate substantial levels of dependency, and it may also be indicative of risk for those being cared for when the carer is absent even for short periods of time. Those receiving unpaid care may not be known to partner agencies and even when they are known our partner agencies may not consider the risk of fire and other emergencies and omit to pass on a referral.

In the broader UK population, there are approximately seven million carers with responsibility for a dependent who has a disability or other long-term impairment or health condition – approximately 42% are men and 58% are women. The 2022 Census outlines that there were 627,700 unpaid carers in Scotland. This was an increase of 27.5% (135,500) people since 2011. Over the same period there was a 15.7% increase in the number of people with a health problem or disability that limited their day to day activities a lot (up 79,600).

The [Carers Census 2023-24](#) for Scotland highlights that in Scotland the overall number of carers is approximately 759,000 – 17% of the population, 59% of carers are women and 41% are men. 56% of all carers are employed or self-employed. An estimated 4% of the under 16 population are carers.

In the broader UK population women are more likely to be primary carers for dependents (children, elderly parents, or other family members) than men. There is some evidence within the fire service that wholtime men identify as being primary carers of young children in higher levels than female wholtime firefighters. This may be due to the particular model of shift pattern used which may require and afford a different division of childcare responsibilities.

	<p>In terms of our practical support for carers, we have various projects nationwide which aim to provide them with the information they need to keep their homes and their dependents safe including useful online tools like checklists.</p> <p>In terms of our staff and ensuring a suitable work-life balance we have several policies and frameworks that support flexible and agile working, including our Flexible Working and Homeworking Policies.</p> <p>The Strategy 2025-28 will not detract from the many carer-related projects that are carried out across Scotland. SFRS use local risk profile to develop local service provision priorities.</p>
<p><u>Care Experienced</u></p> <p>Consider: Different types of care (Residential, Kinship, Foster, At Home). Corporate Parenting responsibilities. Barriers around housing, education, employment.</p> <p>Mental Health: Higher instance of mental health concerns than peers. Difficulties and losses in family relationships, disruption to schooling and changes in care placements (including multiple geographical locations) can make it difficult to form good social and personal relationships.</p>	<p>As a Corporate Parent under Part 9 of the Children and Young People (Scotland) Act 2014 the SFRS has a responsibility to work with partners to improve the life chances of children and young people who are care experienced. There is no evidence to indicate that this group is more or less at risk from fire related incidents than other groups. However, there is data that suggests that fire setters and young offenders may also be care experienced.</p> <p>Corporate Parenting for young people in or leaving care has been and continues to be a priority for us, SFRS try to provide better life chances for this traditionally disadvantaged group. Our Corporate Parenting Plan 2023-26 includes a rolling action log to record progress against the actions and activities to meet Corporate Parenting Plan Outcomes. These actions include: continuing and expanding existing mentor schemes; identifying opportunities for people who are Care Experienced to co-design policy, practice and/or projects with SFRS; engaging with people who are Care Experienced to identify if they are aware of the services offered by SFRS and what accessibility looks like for them; and providing more training on Corporate Parenting for SFRS staff.</p> <p>There is an opportunity through our Corporate Parenting Plans to collaborate on initiatives that will make a positive impact on care experienced children and young people. One such initiative, the National House Project, takes place in East Dunbartonshire and helps young people leaving care become more independent in their own home and integrate into the community in which they live.</p> <p>Our Corporate Parenting Plan 2023-26 highlights our commitment to helping people with lived experience of</p>

	<p>care to fulfil their potential. This document was considered when actions were developed for the Strategy 2025-28 and this will assist further development of localised plans which consider local need and risk, including the needs of care experienced members of communities.</p> <p>The SFRS Strategy 2025-28 will not detract from the many youth-related projects that are carried out across Scotland.</p>
<p><u>Disability</u></p> <p>Consider: Accessible communications, buildings and facilities, travel needs, medication, confidentiality, needs around fire safety, support mechanisms available, opportunities to promote life chances, e.g., employment, and housing and social inclusion.</p> <p>Mental health: Life chances (notably education, employment and housing), social inclusion, support, choice, control and opportunities to be independent are factors that will influence the mental health of people with disabilities both positively and negatively.</p> <p>* SFRS 'We are Positive about Disability' can be accessed here.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>'One Scotland' states that around one fifth of Scotland's population define themselves as disabled. The term disability includes any condition of the body or mind (impairment) that makes it more difficult for the person with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions). The definition covers a wide range of impairment types and conditions including movement, vision, hearing, cognition, thinking, remembering, communicating, mental health, social relationships and neurodivergent conditions such as ADHD and autism. It is important to recognise that disabled people are not a homogenous group and will have an extensive and diverse range of needs and experiences.</p> <p>The dispersal across Scotland is not evenly split with Inverclyde, West Dunbartonshire and Glasgow City local authority areas having higher proportions of their population with a disability.</p> <p>These also broadly correspond with the Scottish Index of Multiple Deprivation (SIMD) rankings and there is some evidence that families with at least one disabled member were more likely than families without a disabled member to live in relative poverty after housing costs.²</p> <p>Social and economic factors often increase the fire risks for disabled people, particularly where people have restricted financial resources. As such, the support required by disabled people varies depending on the relevant social and economic factors which are prevalent in each geographic area. Disabled people in more isolated areas may be especially reliant on public service provision to decrease their isolation and engage in public life.</p> <p>SFRS data capture does not make clear the extent to which the presence of a disability has contributed to the occurrence of fire nor to the outcome of the</p>

² Scotland Wellbeing: National outcomes for disabled people (2019)

incident. Through referrals from partner agencies and case studies regarding the individual we can identify specific needs that require to be addressed.

It is noted, however, that the presence of a disability does not automatically mean that the individual is at increased risk. In addition to the nature of the disability held by the individual there are other influencing factors to consider such as personal coping strategies, applied assistance programmes and tools, as well as their living environment. Such issues suggest that it is unlikely that a national or regional assessment of disability would provide useful information regarding the location and deployment of SFRS resources.

Alternatively, it is likely that individual assessment carried out at a very localised level to identify needs and implement preventative measures is more appropriate. Only at the level of personal assessment, for example, would the presence of oxygen cylinders in the home be identified.

The SFRS works with other groups, organisations, authorities and agencies to identify disabled people who may be vulnerable, helping to make their premises safe as well as improve their awareness of fire safety. For example:

- work undertaken with social care services and health agencies has helped identify mental health patients at risk from fire. The SFRS can then perform a risk assessment and provide specific advice to assist in this respect; specialist fire alarms (which use lights and vibrating pads) can be installed to alert people who are deaf to the occurrence of a fire.
- heat/smoke detectors can be installed in linked alarms (which alert emergency services directly and can be installed in peoples' homes where they may not be able to telephone for help).
- the SFRS could place BSL video clips on websites and provide easy-read and accessible information on fire safety.
- deaf awareness and sign language courses have been run in response to local need.
- local voluntary and other organisations work in partnership with the SFRS – for example, to ensure older and disabled people have a working fire alarm. Voluntary and other such organisations often have access to people who may feel uncomfortable contacting public bodies or authorities, and are a valuable resource for reaching some of the most vulnerable people within communities; and
- the SFRS provides general information and advice

on fire safety to a wide range of people, for example guidance to businesses about safe emergency evacuation from premises for wheelchair users.

The range of conditions and complexities associated with disability make developing a generalised approach to risk management across the full range of potential hazards (flooding, fire, RTC etc) for application at a national level inappropriate. As noted above, it is through a more local and personal level of intervention that the SFRS can make the most impact.

We believe that people are safer when they know more about the risks they face and have the capacity and resilience to help themselves. To ensure that everyone in our communities are safe from harm we will engage with people who have disabilities and will understand their specific needs. We will work alongside communities and groups representing people with disabilities for them to voice how they want services designed and delivered to meet their future needs.

To assist SFRS staff in considering and responding to the needs of disabled people, the SFRS provides training on equality and diversity, including Equality and Human Rights Impact Assessments. For example, a programme of Mainstreaming Equality training is ongoing across the SFRS specifically targeting those personnel key in ensuring embedded equality.

Fire and rescue service workforce – disability equality issues

Overall, 0.85% of SFRS staff were recorded as disabled. (Equal Pay and Gender Pay Gap Report 2023).

However, it should be noted that there are some people who may not feel comfortable disclosing that they are disabled to their employers and therefore were not accounted for in these figures. Likewise, there will be a proportion of staff who are living with disabilities that are undiagnosed, and the figures also do not account for these.

As part of our commitment to equality, diversity and inclusion and as a 'Disability Confident' employer the SFRS has made a commitment to create a workplace which is positive about disability where we have removed unfair discrimination and bias and where we encourage all employees to treat others equally. We have a dedicated Mental Health Strategy and have established a Wellbeing and Inclusion sub-group which works to promote mental health and wellbeing

awareness with an agreed planned programme of information and supports events throughout the calendar year. This has included campaigns such as: A Festive Mental Wellbeing campaign; 'Time to Talk Menopause' sessions on World Menopause Day; LGBT History Month; and 'March the Month' for Prostate Cancer UK. This work is also supported by our cadre of Mental Health Champions.

From the very beginning of the employment journey within the SFRS, we ensure that the Equality Act 2010 is considered. Our Recruitment and Selection Policy is in place to ensure that all candidates are treated fairly and consistently within our recruitment and selection processes and that the most suitable candidates are appointed using objective selection criteria and methods relevant to the post. This includes the provision of reasonable adjustments to the recruitment process being made for applicants who have disclosed any disability or specific learning difficulty at application stage. This is also the case for care experienced individuals who are applying for posts with a 2 stage interview.

Throughout employment, in creating the ["We are Positive About Disability - Guide to Reasonable Adjustments and Supporting Staff with a Disability"](#), the SFRS demonstrates to all our employees, and prospective employees, that we are committed to fulfilling our legal and moral obligations in being a diverse and inclusive employer. The inclusion of disability related information helps managers to consider the challenges faced by people, across a broad range of disabilities, including hidden disabilities, enabling them to create a much more inclusive and empowering workplace which values difference and diversity. This guidance is supported by a range of policies that promote fairness within employment including the Attendance Management Policy and the Capability Policy.

For those who have become disabled or are diagnosed with a condition/impairment in employment which determines that they can no longer carry out their original role, our Redeployment Policy and supporting procedures ensures that all employees are treated in a fair and consistent manner and in accordance with relevant employment legislation.

Each of our employment policies and practices is assessed through our Equality and Human Rights Impact Assessment process to identify and respond to the different needs based on the protected characteristics defined in the Equality Act 2010.

	<p>These policies and practices are also supported by the aspiration to give staff a voice and empower them to have a positive influence on workplace culture, inform decision making and contribute to improving the ambitions of the service.</p> <p>The SFRS has a process for establishing employee networks for colleagues who want to come together and create their own Employee Network which are employee-led and connect colleagues who have a common interest in sharing their experiences, supporting others, raising awareness and contributing to the service's understanding of issues arising from a protected characteristic or another equality group. We currently have a Disability Employee Network and a Neurodiversity Employee Network.</p>
<p><u>Gender reassignment</u></p> <p>Consider: Confidentiality, decency, appropriate facilities, and transitioning support.</p> <p>Mental Health: Transgender people's mental health can be affected positively and negatively by all of the other characteristics in this document. They may face additional challenges around stigma, harassment, hate crime and can be at an increased risk for some mental health issues.</p> <p>This includes individuals under the umbrella of Transgender who identify as non-binary and gender non-conforming.</p> <p>* Link to the SFRS Guidance for supporting employees who are transitioning can be accessed here.</p>	<p>There is evidence that individuals transitioning or who have transitioned gender are targeted for abuse that would be classified as a hate crime. In 2023/24, 84 transgender hate crimes charges were reported to the public prosecution service Scotland, compared with the previous year when there were 67 (Statista).</p> <p>There is no evidence that these instances have involved the use of fire related activities such as fire setting but there remains the possibility that this could arise.</p> <p>Crews may be called to an incident such as a dwelling fire that is the result of hate crime associated with trans-phobic intolerance.</p> <p>There is some evidence that individuals with gender dysphoria and other gender identity issues are more at risk to mental health illness and this in turn may present an increased risk of harm from fire and other emergencies³.</p> <p>The Scottish Transgender Alliance has indicated to the Fire service that some Trans* people may experience distress if they are involved in a situation where they are required to leave a property without being able to publicly present themselves in their preferred gender. This point is noted but it is viewed that the benefits of emergency evacuation of premises outweigh any short-term discomfort experienced.</p> <p>We will work continuously to educate people and empower them to take responsibility for their safety and wellbeing. This includes working with partners and</p>

³ Health needs assessment of lesbian, gay, bisexual, transgender and non-binary people (NHS Greater Glasgow & Clyde, NHS Lothian and Public Health Scotland)

	<p>groups representing people who have reassigned their gender in order to understand their specific needs and barriers to inclusion. We will work to empower transgender people to engage with us so that we have a reliable understanding of the potential risks facing this community.</p> <p>We aspire to become an employer of choice that reflects the communities that we serve. We seek to promote a career in the fire and rescue service in a way that is attractive and inclusive to a wide range of people from across our society. We want to create opportunities so that each individual can fulfil their full potential.</p> <p>We fly our rainbow flags at our National Training Centre and Service Delivery Headquarters to demonstrate our visible support and celebrate trans, non-binary and gender non-conforming people in our workplaces and in the communities we serve. We have specific guidance documents for colleagues who are transitioning and to managers to support their colleagues.</p>
<p><u>Marriage and Civil Partnership</u></p> <p>Consider: Work policy and practice(s) to ensure they are not discriminatory.</p> <p>Mental Health: Good social and personal relationships are central to wellbeing and good mental health. A breakdown in these relationships can have a negative impact on mental wellbeing.</p>	<p>The characteristic of marriage and civil partnership only enjoys protection in relation to discrimination within an employment context. Although the Strategy 2025-28 has a primary aim of the protection and safeguarding of the health and wellbeing of communities within Scotland, there is also a recognition that we are focused on becoming an employer of choice and therefore we will treat all employees fairly regardless of their marriage or civil partnership status.</p>
<p><u>Pregnancy and maternity</u></p> <p>Consider: Safety of the Mother/Birth Parent & Fetus, PPE and uniform, pregnancy related appointments and absences, KIT Days, breastfeeding/chestfeeding facilities and mobility as it relates to fire safety.</p> <p>Mental Health: Possibility of Ante-natal and Post-natal depression. Access to support whilst on maternity leave. Concerns around return to work. Impact on both parents if there are complications or bereavements linked to the pregnancy.</p>	<p>Some pregnant women may be less mobile than if they were not pregnant. There may be health concerns regarding a pregnant woman and/or fetus arising from the situation that differs from the same situation of a non-pregnant woman, e.g., extrication from a vehicle following a Road Traffic Collision or the treatment of injury. The SFRS notes these issues and addresses them within the appropriate training and operating guidance.</p> <p>The health and safety considerations of pregnant and breastfeeding personnel and those on maternity leave are considered within the appropriate Health & Safety, terms and conditions of employment and operating procedures.</p> <p>There is no evidence that women who are pregnant or on maternity leave are at more risk from fire and other emergencies compared to the general population.</p>

	<p>While there is no data collected for this group there would be no method of anticipating and projecting national pregnancy rates.</p> <p>Some pregnancy related conditions may make removing oneself from harm problematic.</p> <p>There is no evidence that pregnancy is a particular consideration, and it could only be assessed at the level of the individual woman.</p>
<p><u>Race</u></p> <p>Consider: Participation, language barriers, cultural differences, recruitment, and selection. Life chances (notably education, employment, and housing).</p> <p>Remember: Gypsies and Travellers are a racial group as defined in s9 Equality Act 2010.</p> <p>Mental Health: Language barriers, racism, socio-economic factors, diagnostic bias, cultural differences, unconscious bias, institutional discrimination, mental health stigma and poor uptake of health services.</p>	<p>In 2021, there were approximately 397,000 non-British nationals living in Scotland, accounting for 7.4% of the population. Of these 397,000 people, 58% were EU nationals and 42% were non-EU nationals⁴.</p> <p>Some parts of Scotland have reasonably large numbers of people from minority ethnic groups living in them. There are significant regional variations in this respect, with Glasgow having the most ethnically diverse population in Scotland and some rural areas having very low minority ethnic profiles. Some of the largest minority ethnic populations in Scotland are comprised of long established and well-integrated communities; while some newer communities are less integrated, smaller, more dispersed and can retain some customs that may present as a fire risk (e.g. methods of cooking). Travellers that are settled and transient can also be reflected here particularly in semi and rural areas, as well as new migrant communities e.g. there is a Syrian community in South Ayrshire.</p> <p>Migrant workers including those associated with seasonal work, many of whom are young and not British nationals, may be at risk due to their living accommodation. Workers may have a registered address different to their actual place of residence. Accommodation may be unsuitable such as poorly maintained caravans or mobile homes or apartments exceeding their intended capacity. Established communities often have a significant profile at regional and national levels, with longstanding relationships with the SFRS. Newer communities are less likely to be aware of public services in general and are more likely to move residence. This poses specific issues in supporting them and keeping their properties safe from fire.</p> <p>We will ensure that we are committed to making people safer from experiencing the effects of harm, much of which is driven by social and economic inequality. We will target our prevention activities to those most in need and will use the principles of the</p>

⁴ National Records of Scotland

Scottish Government's open data agenda to share information with partners to enable the development of a more comprehensive understanding of the specific issues and barriers to engagement that people from minority ethnic backgrounds face. With this understanding we can utilise our resources more effectively in empowering communities to improve their safety, wellbeing and resilience.

Travelling communities, whether in permanent and static or non-static or semi-static residences, often have reduced access to services, may be vulnerable to fire risk and may experience isolation from the broader population. Therefore, establishing trust with individual local communities and building personal relationships is particularly important. The SFRS works with community groups and organisations, stakeholder representatives and equality organisations to target, protect and educate ethnic minority communities. The SFRS also participate at events such as the annual Mela in Edinburgh and Glasgow.

The SFRS provides equality and diversity training which includes specific information to help address race equality issues.

The SFRS has a statutory duty under Part 3 of the Fire (Scotland) Act 2005 to provide advice and enforce fire safety regulations in most non-domestic buildings across Scotland. We are also aware that a significant proportion of minority ethnic communities own their own business so we will ensure that we recognise specific cultural and linguistic needs when completing audits and providing advice.

Workforce – race equality issues

Of Scotland's Fire and Rescue Service staff, 1.78% were recorded as belonging to a minority ethnic group. (Equal Pay and Gender Pay Gap Report).

We want to be an employer of choice that reflects the communities that we serve. We recognise that the proportion of staff who belong to a minority ethnic group is lower than the national proportion. We are looking at ways to address this through positive action initiatives.

Our [Positive Action Strategy 2019-22](#) supports our commitment to strengthening the diversity of our workforce.

The strategy outlines the benefits of diversifying our workforce and details the priority actions that we intend to progress. This includes improving our methods of attraction of candidates from all underrepresented

	<p>groups to the SFRS, engaging with local community groups to understand and address the potential barriers which may prevent such groups from considering a career with us, and supporting career development and progressions opportunities, and networks for internal staff.</p> <p>Our engagement with local community groups also allows us to discuss other matters that are important to them. This allows targeted prevention and protection messaging based on local community profiles and includes established Scottish Black, Asian and Minority Ethnic communities as well as responding to the very specific needs of Scotland's newest communities such as new migrants, refugees and asylum seekers. Commitment to increasing the diversity of our workforce profile continues with re-energised Positive Action in recruitment campaigns aimed at addressing the under-representation of Black, Asian and Minority Ethnic communities.</p> <p>The FBU has a specific section of the Union for uniformed staff who are from a minority ethnic background, where support and advice can be sought.</p>
<p><u>Religion and Belief</u></p> <p>Consider: Uniform, prayer/reflection areas, dates/times of religious festivals for event planning and fire safety information. Dietary requirements.</p> <p>Mental Health: Religion and belief(s) can have a positive impact on mental health through the support they can provide. A breakdown of this could impact mental health. Studies also show that there can be negative impacts on mental health around religion, particularly as it relates to upbringing and/or a difference in life views.</p> <p>* Link to the Events Planning Checklist here.</p>	<p>For the first time in Scotland's Census, the majority of people said they had no religion. In 2022 51.1% of people had no religion, up from 36.7% in 2011.</p> <p>The increase in people with no religion in Scotland coincided with a decrease in people who said they belong to the Church of Scotland. In 2022 20.4% responded 'Church of Scotland', down from 32.4% in 2011 and from 42.4% in 2001. This is a fall of 610,100 people since 2011, and over 1 million since 2001. However 'Church of Scotland' remained the largest group among those who said they had a religion. The next largest religious groups were 'Roman Catholic' (13.3%), 'Other Christian' (5.1%) and 'Muslim' (2.2%). These groups saw smaller changes since the last census than 'Church of Scotland'. The number of people who described themselves as Roman Catholic decreased by 117,700 since 2011, whilst the number in the Other Christian category decreased by 12,000. The number of people who described themselves as Muslim increased by 43,100 over the same period.</p> <p>Males (53.8%) were more likely to have no religion than females (48.6%).</p> <p>Religion and belief do not provide particularly useful indicators of risk, influenced as they both are, by cultural factors that prevent us drawing conclusions based on religion alone. Religion is particularly susceptible to personal interpretation. Other than</p>

Christmas, New Year, Diwali, Chinese New Year and bonfire night there is no evidence of increased levels of SFRS activity associated with religious or cultural festivals. Festivals increase the risk of fire and fire related injury as they use fireworks and, therefore, we ensure a safety message is available at these times.

The relationships established by local personnel and both majority and minority faith groups are, in many areas, a key feature of local engagement activities. A good example of this can be seen during the public consultation exercise that was held with faith groups regarding the introduction of Smoke Hoods. During this consultation we contacted the four main potentially impacted faith groups namely: the Jewish, Sikh, Muslim and Hindu communities via their respective Councils. Contact was also made with both Interfaith Glasgow and the Scottish Refugee Council. Often, local contacts proved more fruitful than national contacts. As well as sending out targeted emails with the relevant Fire Escape Hoods information sheet; a short video link - How to put a fire escape hood on; step by step pictures displaying how to use a fire escape hood; some additional considerations and a short four question survey with a dedicated email address, we also had two requests for in person demonstrations.

There are very few issues arising from religion in isolation of other cultural factors or relating to race, ethnicity, or nationality. Sectarianism remains an issue to varying degrees within Scotland, and one that the SFRS is aware of.

Crews may also be called to an incident such as a dwelling fire that is the result of hate crime associated with religious intolerance.

To ensure that all our communities are safe we will work to increasingly understand the specific needs and requirements of our communities that stem from their religious or other beliefs. We will make use of this information to ensure that our decisions are based on robust evidence that responds directly to the holistic needs of our communities. For example, there is some evidence that certain religious practices and cooking habits (e.g., frying at high temperatures, deep fat cooking) may increase the risk of domestic fires, as well as the practice of using lanterns at Chinese New Year and fireworks at Diwali. It may be useful to target fire safety advice to religious groups especially around the time of festivals or other events.

Attacks on crews may be related to the religion of the crew. There is some historical evidence that religion

	<p>has been a motivating factor on attack on crews. There is a recorded example of attack on crew within at least one former FRS area where the perceived religion of the crew was protestant, and this was the aggravating factor for the aggressor. Across the country, we have many initiatives with local communities that are designed to foster stronger relations and explain the impact that such acts of violence can have on firefighters and wider communities. These do not however, focus on religion.</p>
<p><u>Sex (gender)</u></p> <p>Consider: Dignified facilities, sanitary provisions, appropriate PPE, menopause, individuals who are non-binary, domestic abuse, gender specific illness, e.g., prostate cancer for men, endometritis for woman.</p> <p>Mental Health: Gender has a significant impact on risk and protective factors for mental health and the way in which the experience of mental distress is expressed. Depression, anxiety, attempted suicide and self-harm are more prevalent in women, while completed suicide, drug and alcohol abuse, crime and violence are much more prevalent among men. Women are much more vulnerable to poverty and unemployment, and are more likely to suffer domestic violence, rape and child abuse. Men experiencing abuse as children or adults may find it more difficult to disclose this.</p>	<p>SFRS and historical fire data shows that, in terms of fire incidents, males are more likely than females to be injured in a fire; need to be rescued from a fire; or die in fires. This has been a consistent trend over the last decade.</p> <p>Of the 42 fatal fire casualties, 23 (54.8%) were male and 19 (45.2%) were female. Males have consistently had a higher rate of fatal fire casualties than females in previous years. There was a rate of 7.7 fatal fire casualties per million population in 2023-24. For males, this rate was higher at 8.6 and females had a lower rate of 6.7.</p> <p>A similar pattern is seen for non-fatal casualties, with males having a rate of 168.2 casualties per million population in 2023-24 and females having a rate of 121.2 casualties.</p> <p>The gender of the casualty may be less relevant than other influencing factors such as lifestyle, home environment and the use of alcohol and smoking materials. In recent years, the difference between fire injuries between men and women has reduced.</p> <p>In terms of gender equality issues affecting women, domestic violence has the potential to be related to a fire incident. Where gender information was recorded, just over four-in-five (81%) incidents of domestic abuse in 2023-24 involved a female victim and a male suspected perpetrator. This was the same as in 2021-22 and 2022-23 highlighting that women are more likely to be the victim of domestic violence</p> <p>In 2023-24, 15% of domestic abuse incidents involved a male victim and a female suspected perpetrator (where gender information was recorded). This decreased slightly from 16% in 2022-23.</p> <p>In 2023-24, the 31 to 35 years old age group had the highest incident rate for both victims (267 incidents recorded per 10,000 population) and suspected perpetrators (233 incidents recorded per 10,000 population).</p>

	<p>(Domestic Abuse Recorded by Police in Scotland 2023-24).</p> <p>To help combat this, the SFRS have undertaken some work on Violence Against Women – raising awareness and ensuring that personnel know what to do if it is identified during a Home Fire Safety Visit.</p> <p>Workforce – gender equality issues In 2023-24, the SFRS workforce was made up of 85.6% males and 14.4% females. This is a similar balance to what has been reported in recent years, with 85.7% of staff being male last year and 85.5% of staff being male in 2021-22.</p> <p>Wholetime Operational, Retained Duty System, Volunteer and Retained Full-time are predominantly made up of male staff, making up 93.6%, 92.9%, 84.4% and 85.5% respectively.</p> <p>Control staff are made up of predominantly female staff, with 83.0% of staff being female in 2023-24.</p> <p>Support staff have historically had a more even balance between males and females.</p> <p>The same is true for 2023-24, with 54.3% of staff being female and 45.7% of staff being male. Since 2018-19, the number of female Wholetime Operational staff has risen by 12.2%, and the number of male Wholetime Operational staff has decreased by 6.9%. The number of female Retained Duty System staff has decreased by 5.0% over the same time period, and the number of males in this staff group has decreased by 7.9%.</p> <p>The SFRS undertakes equality and diversity training to help address equality issues, raise awareness and ensure good practice in the workplace. This includes providing information on gender equality. The SFRS are also leading a project on behalf of the Justice Board to improve the representation of women and other under-represented groups across the Justice sector. The Fire Brigades Union (FBU) has a specific section of the Union for uniformed female staff, and Unison has a women’s section, where support and advice can be sought. Additionally, our staff have formed a SFRS Employee Network for Women.</p> <p>The SFRS Board is taking positive action to support Scottish Minister’s ambition of a 50:50 gender split of Board membership. As of 2022 there are five females (including Chair of the Board) and seven male Board members.</p>
Sexual Orientation	It is difficult to obtain accurate data on this equality

Consider: Confidentiality, heterosexual bias in language, use of pronouns, policy development, recruitment, and selection practices.

Mental Health: Some studies suggest that gay, lesbian, bisexual and transgender people are more vulnerable to certain factors that increase risk of poor mental health (e.g., being bullied, discrimination and verbal assault) – and more likely to report psychological distress than their heterosexual counterparts.

group; however, the most recent estimates from the UK-wide 2020 Annual Population Survey found that 3.1% of respondents self-identified as gay, lesbian, or bisexual, which increased from 2.7% compared to 2019. Similarly, the Scottish Surveys Core Questions 2019 (SSCQ) found that 94.2% of the Scottish populations identified as heterosexual and 2.9% as lesbian, gay, bisexual or other.

As of 2022 it is estimated that around 148,500 gay people live in Scotland. Anecdotal evidence from Stonewall suggests that people identifying as LGBT are less likely to approach uniformed emergency services due to the image of emergency services as being ‘unwelcoming’ – although the LGBT community is very diverse, and the experiences of individuals can differ from area to area.

Some examples of good practice in helping break down these barriers, and encouraging community engagement, include the SFRS: becoming members of Stonewall’s Equality Champions programme; working with LGBT Youth Scotland and the Equality Network; participating in Edinburgh and Glasgow Pride; engaging with local groups/organisations; and ensuring that community safety messages are inclusive and widely distributed.

There is some evidence that LGBT people from more rural areas often relocate to one of the large cities as they reach adulthood. Moving is not generally an option for those young people still in school or those with limited social mobility. Issues affecting people outside large metropolitan areas can be different to those within; therefore, engagement to address needs has to occur at a local level.

We will be looking to work alongside the lesbian, gay and bisexual communities, our partner agencies, and groups that represent LGB people to develop a more detailed understanding of the barriers that face this community and prevent them from being empowered to know more about the specific risks they face. We will seek to engage with these communities to focus on prevention activities that will improve outcomes for everyone.

Fire and rescue service workforce – LGBT equality issues

It is difficult to obtain reliable information on the numbers of LGBT individuals employed in the workforce, particularly given that some LGBT people may not wish to disclose this information.

The SFRS, through its equality and diversity training,

	<p>will aim to raise awareness and help ensure good practice in the workplace. It includes information on the issues faced by LGBT people. We also have a LGBT Employee Network for members of the LGBT Community and provide a Wellbeing and Inclusion Calendar that marks important LGBT dates. The FBU has a specific section of the Union for uniformed LGBT members, where support and advice can be sought.</p>
<p><u>Social and Economic Disadvantage</u></p> <p>Consider: Differences in life chances such as education, employment, income, social inclusion, and access to health services. Lifestyle factors, e.g., smoking and alcohol use as they relate to fire safety information.</p> <p>Mental Health: Adults living in the most deprived areas are twice as likely to have mental health issues. Factors such as poverty, poor housing, lack of opportunity and low social status can cause stress and distress. Other impacts on well-being, may come from feelings of low self-esteem, shame, and disrespect. Link between deprivation and suicide.</p> <p>* Link to the Fairer Scotland Duty Guidance can be accessed here.</p>	<p>As noted in the 'disability' section above there is a correlation between disability and poverty. Joblessness, under-employment and welfare provisions can all lead to an increased level of fire risk arising from. For example, poorly maintained appliances which can lead to fire in the home.</p> <p>The Scottish Index of Multiple Deprivation (SIMD) highlights numerous areas in Scotland as having multiple indicators of deprivation (MID). It is important to note that more than 50% of those households considered to be financially poor are not located within areas of MID.</p> <p>There is a relationship between deprivation and fire casualty rates in Scotland. For fatal casualties, the most deprived 20% has a 4.8 times higher fatal casualty rate than the least deprived 20%, and 1.8 times higher than the Scotland average.</p> <p>The least deprived 20% is considerably below all other areas with a rate that is 2.7 times less than the Scotland average. A similar situation is seen for non-fatal casualties. The most deprived area has a rate of non-fatal casualties 5.5 times more than the least deprived 20%.</p> <p>Deprivation is a very clear factor in the historic casualty profile regardless of gender or age. Regardless of gender or age, those in the most deprived areas have a higher rate of fatal casualties per million population.</p> <p>In areas of multiple deprivation, many communities experience poorer health, lower educational attainment, lower employment, more emergency hospital admissions and reduced safety. Typically, we are called out more often to these areas and to individuals characterised as 'disadvantaged'.</p> <p>Evidence underlines the close relationship between wider social and economic issues, fire related incidents, unintentional social and personal harm, social inequality and the subsequent challenges this presents to improving the wellbeing of individual citizens. In response to this we will continue to build effective relationships with our partners, so that together, we can deliver targeted prevention activities</p>

	<p>to reduce inequalities.</p> <p>We are aware that individuals who have died because of fire have also been known to other agencies such as health, social care, or criminal justice and by sharing information with our partner agencies we can work together to minimise the risk of harm because of poverty or other socio-economic factors.</p> <p>Evidence shows that overall poverty is higher among ethnic groups than within the majority white population. Poverty levels for people in minority ethnic communities in Scotland are double the national average and rising⁵.</p> <p>The Strategy 2025-28 outlines our commitment to making people safer from experiencing the effects of harm, much of which is driven by social and economic inequalities. Local Fire and Rescue Plans mirror this commitment.</p> <p>By utilising our resources and redistributing our capability to support other agencies we can expand our prevention focus. As a trusted public service, gaining access to on average 70,000 households each year to conduct home fire safety visits, we are in a unique position to contribute to reducing such inequalities.</p> <p>By adopting a 'safe and well' approach to home visits we will create a more holistic approach in how we work to prevent unintentional harm among the most vulnerable in our society. Through our community safety work, we engage with a vast array of individuals and groups, and this has also enabled us to support work addressing wider inequalities by helping to tackle antisocial behaviour, reduce reoffending, and by working in partnership to tackle domestic violence.</p> <p>Corporate Parenting for young people in or leaving care is and remains a priority for us, to try to provide better life chances for this traditionally disadvantaged group.</p> <p>By utilising our resources and redistributing our capability to support other agencies we can expand our prevention focus. As a trusted public service, gaining access to on average 70,000 households each year to conduct home fire safety visits, we are in a unique position to contribute to reducing such inequalities. By adopting a 'safe and well' approach to home visits we will create a more holistic approach in</p>
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⁵ Joseph Rowntree Foundation

	<p>how we work to prevent unintentional harm among the most vulnerable in our society. Through our community safety work, we engage with a vast array of individuals and groups, and this has also enabled us to support work addressing wider inequalities by helping to tackle antisocial behaviour, reduce reoffending, and by working in partnership to tackle domestic violence.</p>
<p><u>Island Communities</u></p> <p>Consider: Challenges around distance, geography, connectivity, demography, and the loss of vital skills to the mainland.</p> <p>Mental Health: Remote and rural communities can face particular challenges around the availability and access to support in times of distress. There can be feelings of isolation but also a lack of privacy when communities are particularly close knit.</p> <p>* Link to the Scottish Government Island Community Impact Assessment Guidance can be accessed here.</p>	<p>While the Strategy 2025-28 is relevant to equality because it seeks to improve the performance of the SFRS, improve outcomes for communities and relates to the workplace relationship between the SFRS as an employer and its employees the relevance to equality is indirect. The strategies, plans, policies, and practices that will underpin the Strategy 2025-28 will provide the means by which to identify, meet and measure the relevant equality issues rather than through the Strategy 2025-28 itself. With regards to this island impact assessment the important feature to note is the requirement for each of the strategies, plans, policies, and practices that are associated with the Strategy 2025-28 to be subject to island impact assessment and, where appropriate, ongoing scrutiny. The indirect nature of the relevance to equality of the Strategy 2025-28 determines that there are no specific equality issues arising from the Strategy 2025-28 itself, albeit the Plan does set out those conditions where good equality practice can thrive and could contribute towards compliance with the three aspects of the general equality duty.</p> <p>Due to the high-level nature of the Strategy 2025-28, it provides the strategic link between the expectations set out for the SFRS in the Fire and Rescue Framework for Scotland 2022 and the operating processes being developed internally within the organisation. The Strategy demonstrates commitment to meeting the needs of Scotland's diverse communities and in fulfilling the obligations the SFRS has to its employees. The Strategy provides opportunities to make a positive impact to all communities across Scotland, including those residents on our island communities.</p> <p>The potential to make a positive impact on those with protected characteristics and resident on island communities can be explored through the outcomes and Strategic Objectives identified in the Strategy 2025.</p>
<p><u>Mental Health and Wellbeing</u></p> <p>Not all people with a mental health condition have a disability. For example, someone may have a diagnosis of bi-polar disorder which is well-managed and</p>	<p>It is recognised that poor mental health can lead to higher risk health behaviours (e.g., smoking and drug misuse). This, combined with unequal access to services, can result in poor health outcomes and shortened life expectancy. Medication, even when properly administered, may have a sedating or state altering effect.</p>

<p>experience good mental health. However, many mental health conditions can have an impact on wellbeing.</p> <p>Consider: Crew Welfare before, during and after their involvement in a potentially traumatic incident.</p> <p>Stress factors, concern(s) of stigma and/or discrimination if coming forward.</p> <p>Life changes such as bereavement, broken- down relationships, changes in physical health.</p> <p>Poor mental health can lead to higher risk health behaviours (e.g., smoking and drug misuse). This, combined with unequal access to services, can result in poor health outcomes and shortened life expectancy.</p> <p>Higher risk in relation to Fire Safety.</p> <p>* Link to the Mental Health and Wellbeing Checklist can be accessed here.</p>	<p>The impact assessment regulations do not provide for any other considerations or categorisation of people such as by their geographic location or by general groupings out with those identified by the Equality Act 2010.</p>
<p><u>Human Rights</u></p> <p>Consider: 16 basic rights protected by the Human Rights Act and how they may relate to any policy/practice/decision.</p> <p>Mental Health: Mental health evidence relates to the Human Rights Act by highlighting the links between poor mental health and inequalities. Poor mental health can both be a consequence of inequality and result in social, economic and health inequality.</p>	<p>The strategies, plans, policies, and practices that will be developed to underpin the Strategy 2025-28 are likely to have some relevance to the Human Rights Act 1998.</p> <p>We will respect individual’s right to privacy, family life and communications, including ensuring that any information that we collect that can be traced back to individuals will be treated in accordance with the General Data Protection Regulations.</p> <p>By assisting to empower people to tackle hate crimes we are helping individuals to live their lives free from violence and harassment.</p> <p>Specific activities resulting from this Strategy 2025-28 will be subjected to an Equality and Human Rights Impact Assessment that will determine the relevance of human rights and ensure that appropriate action is taken to promote these rights within society.</p>
<p><u>Children’s Rights</u></p>	<p>The strategies, plans, policies, and practices that will be developed to underpin the Strategy 2025-28 are</p>

<p>Consider: General principles: Non-discrimination (article 2) Best interest of the child (article 3) Right to life survival and development (article 6) Right to be heard (article 12)</p> <p>Mental Health: Poor mental health can both be a consequence of inequality and result in social, economic and health inequality. Links between poverty and mental health.</p>	<p>likely to have some relevance to the Children’s Rights Act.</p> <p>We will respect individual’s right to privacy, family life and communications, including ensuring that any information that we collect that can be traced back to individuals will be treated in accordance with the General Data Protection Regulations.</p> <p>By assisting to empower people to tackle hate crimes we are helping individuals to live their lives free from violence and harassment.</p> <p>Specific activities resulting from this Strategy 2025-28 will be subjected to an Equality and Human Rights Impact Assessment that will determine the relevance of human rights and ensure that appropriate action is taken to promote these rights within society.</p>
<p>Impact on Inclusion or People in General not covered by specific characteristics</p> <p>Consider: any other inclusion points, e.g., differing impacts for employee groups or for different communities.</p> <p>Gaelic Language</p> <p>Consider: Accessibility, education/schools, training, Gaelic speaking employees, cultural & heritage awareness, signage replacement.</p> <p>The SFRS Gaelic Language Plan can be accessed here.</p>	<p>The benefits intended by the Strategic Plan are likely to have a positive impact on people irrespective of any protected characteristic those people may hold or whether they reside in one of Scotland’s Island communities.</p> <p>However, during the public consultation exercise we will ensure that our Local Senior Officers, who have responsibility for local authority areas which have island communities, have the tools they need to encourage island communities to get involved in the consultation exercise to ensure their views are fully considered and incorporated into the final version of the Strategy 2025-28.</p> <p>Final versions of the Strategy 2025-28 will be provided in accessible forms including Gaelic Language.</p>

Summary and Conclusion of Impact Assessment

The Strategy 2025-28 is a high-level document that relies on underpinning operating plans, strategies, policies, and practices to translate overarching ambitions into achievable and measurable activities. While the Strategy 2025-28 is relevant to equality because it seeks to improve the performance of the SFRS, improve outcomes for communities and relates to the workplace relationship between the SFRS as an employer and its employees the relevance to equality is indirect. The strategies, plans, policies, and practices that will underpin the Strategy 2025-28 will provide the means by which to identify, meet and measure the relevant equality issues rather than through the Strategy 2025-28 itself. With regards to this equality impact assessment the important feature to note is the requirement for each of the strategies, plans, policies, and practices that are associated with the Strategic Plan to be subject to equality impact assessment and, where appropriate, ongoing scrutiny. The indirect nature of the relevance to equality of the Strategy 2025-28 determines that there are no specific equality issues arising from the Strategy 2025-28 itself, albeit the Strategy does set out those conditions where good equality practice can thrive and could contribute towards compliance with the three aspects of the general equality duty.

Due to the high-level nature of the Strategy 2025-28, it provides the strategic link between the expectations set out for the SFRS in the Fire and Rescue Framework for Scotland 2022 and the operating processes being developed internally within the organisation. The Strategy demonstrates commitment to meeting the needs of Scotland's diverse communities and in fulfilling the obligations the SFRS has to its employees. The Strategy provides opportunities to make a positive impact across all protected characteristics.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 – MONITORING AND REVIEW

This section should be completed by the Policy Owner in consultation with the relevant EHRIA Support Contact

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality Human Rights.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

Q1 – For Functions/Policies Screened in Section 2 or 3 as Not Relevant on the grounds of Equality or Human Rights...

You must now set out how you intend to monitor and review the function/policy. You should provide an indication of when you intend to review the function/policy, the method for doing so and how you will assess that no-relevance to Equality and Human Rights continues.

N/A

Q2 – For Functions/Policies where there is evidence or justification for believing there is relevance to Equality or the Human Rights, please provide detail on the plan to achieve this by completing A – D below.

A: What will be monitored?

Given the strategic nature of the Strategy 2025-28 there are no specific equality indicators that are directly measurable. All associated strategies, plans, policies, practices and initiatives that are relevant to the general equality duty will be subject to an equality impact assessment and may require or benefit from specific equality monitoring of their implementation. The completion of Equality Impact Assessments (EIA) will be recorded by the Equality and Diversity Team.

B: How will monitoring take place and who will carry it out?

The Equality and Diversity Team will use the team's internal monitoring systems to record the completion of EHRIAs and work with relevant SFRS colleagues to determine the relationship to the Strategy 2025-28.

C: What is the frequency of monitoring?

Ongoing with an annual review of all Equality Impact Assessment activity.

D: How will monitoring information be used?

To assess the SFRS's compliance with the public-sector equality duty, improve performance on the completion of equality impact assessments and contribute to the general performance assessment of equality activity.

Q3: Actions – Who will undertake any recommendations and/or monitoring actions?

Louise Patrick Strategic Planning and Partnerships Coordinator Strategic Planning, Performance and Communications

PART 5 – APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	Louise Patrick Strategic Planning and Partnerships Coordinator / Kirsty Jamieson Planning and Performance Officer
Date	16 January 2025

This Equality and Human Rights Impact Assessment was approved by:

Name	Parveen Khan Equality Diversity and Inclusion Officer
Date	16 January 2025

Please submit a copy of the completed document to SFRS.Equality@firescotland.gov.uk

Fire and Rescue Framework for Scotland 2022

March 2022

Fire and Rescue Framework for Scotland 2022

Ministerial Foreword

People across Scotland have had to come to terms with the impact of Covid19 on every aspect of our lives. Some have faced and had to deal with the ill health or death of a relative, friend or colleague, and everyone has tackled the impact of lockdown and restrictions on daily life.

Against the backdrop of a global pandemic we have seen incredible examples of individuals and families, public and community services, organisations and businesses coming together to respond, with a spirit of collaboration, resilience, creativity and compassion.

The Scottish Fire and Rescue Service (SFRS) was a key partner in responding to the pandemic and contributed greatly to meeting needs of local communities. SFRS staff are to be commended for stepping up and taking on new roles and adapting to new ways of working. The SFRS Board quickly adapted to new ways of working throughout the pandemic, with the Strategic Leadership Team providing oversight and speedy decision making to ensure continuity of service.

All organisations need to adapt to their operating context which continually shifts around them, creating new and at times more complex demands on them. This Framework advocates further evolution because the context in which SFRS operates and the challenges that it faces are continuing to change.

In addition to the challenges which Covid19 recovery and EU Exit bring, Scotland is facing changes in our climate, our population and in the expectations the public holds for all public services. While the resultant challenges that Scotland is facing may be more complex, they also serve to foster opportunities for dynamic public sector organisations like SFRS to flourish.

We are publishing this new Fire and Rescue Framework 10 years on from the Christie Commission - a powerful, inclusive vision which SFRS has embraced in adopting an outcomes-based approach when formulating proposals on the future role of the Service. Its central tenets of empowering, of shared systems that focus on prevention, and of equitable partnerships still hold true but they are yet to be delivered in full. It is more important than ever that we revisit Christie's principles and hold to them as we look to renew.

Fuelled by the ethos of Christie our aspiration is not to produce a 'top down' blueprint for SFRS to strictly adhere to. Indeed, the Service continues to demonstrate an unwavering commitment to creatively deliver the strategic priorities, many of which still hold, set out within the 2016 Fire and Rescue Framework.

Underpinned by Scotland's National Outcomes and our Vision for Justice in Scotland, the strategic priorities set out within this Framework serve to collaboratively drive forward how the Service can do more for the people of Scotland, while adapting to the changing nature of risks facing communities across the country.

Minister for Community Safety

Fire and Rescue Framework for Scotland 2022

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Fire and Rescue Framework for Scotland 2022

1. Introduction and Context

The **Fire and Rescue Framework for Scotland 2022** (‘the Framework’) sets out Scottish Ministers’ expectations of the Scottish Fire and Rescue Service (SFRS). The Framework provides SFRS with strategic priorities and objectives, together with guidance on how the delivery of its functions should contribute to the Scottish Government’s purpose.

Legislative basis

SFRS was established as a single national organisation by the [Police and Fire Reform \(Scotland\) Act 2012](#) (‘the 2012 Act’) to provide fire and rescue services across Scotland. The 2012 Act also amended the [Fire \(Scotland\) Act 2005](#) (‘the 2005 Act’) to take account of fire reform and further modernise and update the functions of SFRS.

The [Scottish Parliament’s Justice Committee’s Report on its post-legislative scrutiny of the 2012 Act](#) recognised significant SFRS achievements, including the creation of national capabilities in fire and rescue, which have improved the service to Scottish communities.

Scottish Ministers have a [statutory duty](#) to prepare a Fire and Rescue Framework for Scotland setting priorities and objectives and providing guidance to SFRS on the execution of its functions. SFRS has a statutory duty to have regard to the Framework when preparing its Strategic Plan which sets out how it will deliver its functions as well as setting out the outcomes which will be used to measure its performance in doing so.

Contribution to the Scottish Government’s Purpose and National Outcomes

The [National Performance Framework](#) (NPF) sets out a purpose, values and 11 National Outcomes for Scotland, showing the kind of country we want to be. It is Scotland’s wellbeing framework, and reflects the issues that affect people in Scotland now and for future generations. The 11 National Outcomes are aligned with the [17 UN Sustainable Development Goals](#) which set out the major global challenges to be achieved by all nations by 2030.

Progress towards the vision in the NPF is tracked through 81 National Indicators covering a broad range of social, environmental and economic measures.

Purpose

The NPF is for all of Scotland. We aim to:

- Create a more successful country;
- Give opportunities to all people living in Scotland;
- Increase the wellbeing of people living in Scotland;
- Create sustainable and inclusive growth; and

- Reduce inequalities and give equal importance to economic, environmental and social progress.

National Outcomes

SFRS's delivery of the priorities and objectives set out in the Framework will also help to achieve the Scottish Government's purpose by contributing to the delivery of our National Outcomes, which are:

- We grow up loved, safe and respected so that we realise our full potential;
- We have a globally competitive, entrepreneurial, inclusive and sustainable economy;
- We have thriving and innovative businesses, with quality jobs and fair work for everyone;
- We are open, connected and make a positive contribution internationally;
- We live in communities that are inclusive, empowered, resilient and safe;
- We are well educated, skilled and able to contribute to society;
- We are healthy and active;
- We tackle poverty by sharing opportunities, wealth and power more equally;
- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely;
- We value, enjoy, protect and enhance our environment; and
- We respect, protect and fulfil human rights and live free from discrimination.

The Justice Vision and Priorities

The Scottish Government's "[Vision for Justice in Scotland](#)" was published in February 2022. It sets out the vision for a just, safe resilient Scotland and it is aligned with and underpinned by the Scottish Government's NPF. The NPF recognises that Government alone cannot deliver those broad societal outcomes and that it requires all of us from all sectors and as individuals to realise these.

Part of the Vision for Justice is the aim for a society in which people feel, and are, safer in their communities. The need to feel and be safe is not just about being protected from crime and offending. We also should be supported to be as safe from unintentional harm whether that is in our homes or in our communities, either as a result of accidents or emergency events.

We aim to reduce unintentional harm in our communities in regards to events like fires, flooding and other emergency events which put our communities under strain as well as harm from accidents. We have made real progress in this area and the number of fires has fallen by over a third in the last decade. However, we still require greater resilience to limit the impact of these emergency events, using the assets within our communities and support from public services to ensure that as individuals we suffer less harm including from emergency situations and fires.

SFRS, as a member of the National Justice Board, has endorsed this Vision for Justice in Scotland and will be instrumental in achieving its aims.

SFRS's Purpose

SFRS's purpose, was defined by Scottish Ministers in the [2013](#) and [2016](#) Frameworks and is reaffirmed in the 2022 Framework as below:

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

SFRS's purpose embodies the Scottish Government's aspirations for the Service to achieve better outcomes for the people of Scotland. In carrying out its purpose SFRS should work with its partners to identify and focus on mitigating the wide range of risks facing communities in order to keep communities and citizens safe and promote their well-being.

SFRS should be alive to the broader challenges facing our communities and evolve to meet new risks, to adapt to social change, to improve effectiveness and efficiency and to grasp the opportunities offered by technological advances.

Christie Commission – 10 Years On

The Framework is published 10 years after the Christie Commission published its [report](#) on the future delivery of public services in Scotland, and the Scottish Government produced its [response](#) which sets out our commitment to Public Service Reform (PSR). The Christie Commission report and our subsequent PSR agenda share the same underpinning purpose: to improve outcomes, reduce inequalities and empower people in sustainable ways. Our commitment to reform is built on five pillars: a focus on prevention; partnership working; empowering staff and communities; outcomes-based performance, and an emphasis on the distinctive needs of Place.

A decade on, the need for continuous improvement and the value of these pillars are stronger than ever, not least as we pursue recovery and renewal from the impacts of the Covid19 pandemic and address the challenges of climate change. While we continue to strive and reinforce these principles - by engaging with citizens, promoting open government and empowering individuals and communities – there continues to exist an opportunity for Scotland to be a world leader in developing evidence based approaches for policy with a prevention, co-production and outcomes focus. SFRS should continue to look for opportunities to share buildings and other assets with the other emergency services in Scotland along with actively engaging with communities in order to drive change.

SFRS should explore how it will continue to change what it does; how it operates; how it works with communities and partners in achieving success and how it will further develop its people to drive better outcomes for the communities of Scotland.

There is an opportunity for SFRS to take a lead in developing some of the emerging methodologies associated with participative, joined up, preventative and outcomes focused policy and practice. For example co-produced research can help ensure that evidence is user focused, relevant and understandable to communities and partners seeking to take a more active role in improving public safety/health outcomes.

Strategic Priorities

The Framework sets out 7 strategic priorities for SFRS which are outcome-focused and set within the context of the Scottish Government's purpose. These priorities form the basis for the narrative of the following sections of the Framework. Many of these priorities are overarching and are relevant to several aspects of SFRS's role. The strategic priorities for SFRS are summarised at **Annex 1**. It should be noted that the order of the priorities does not denote their level of importance. All priorities are of equal importance.

Covid19 Recovery and Renewal

The Covid19 pandemic has changed our lives on a dramatic scale. The direct and indirect impacts of the pandemic have been devastating for individuals and communities across the whole of Scotland.

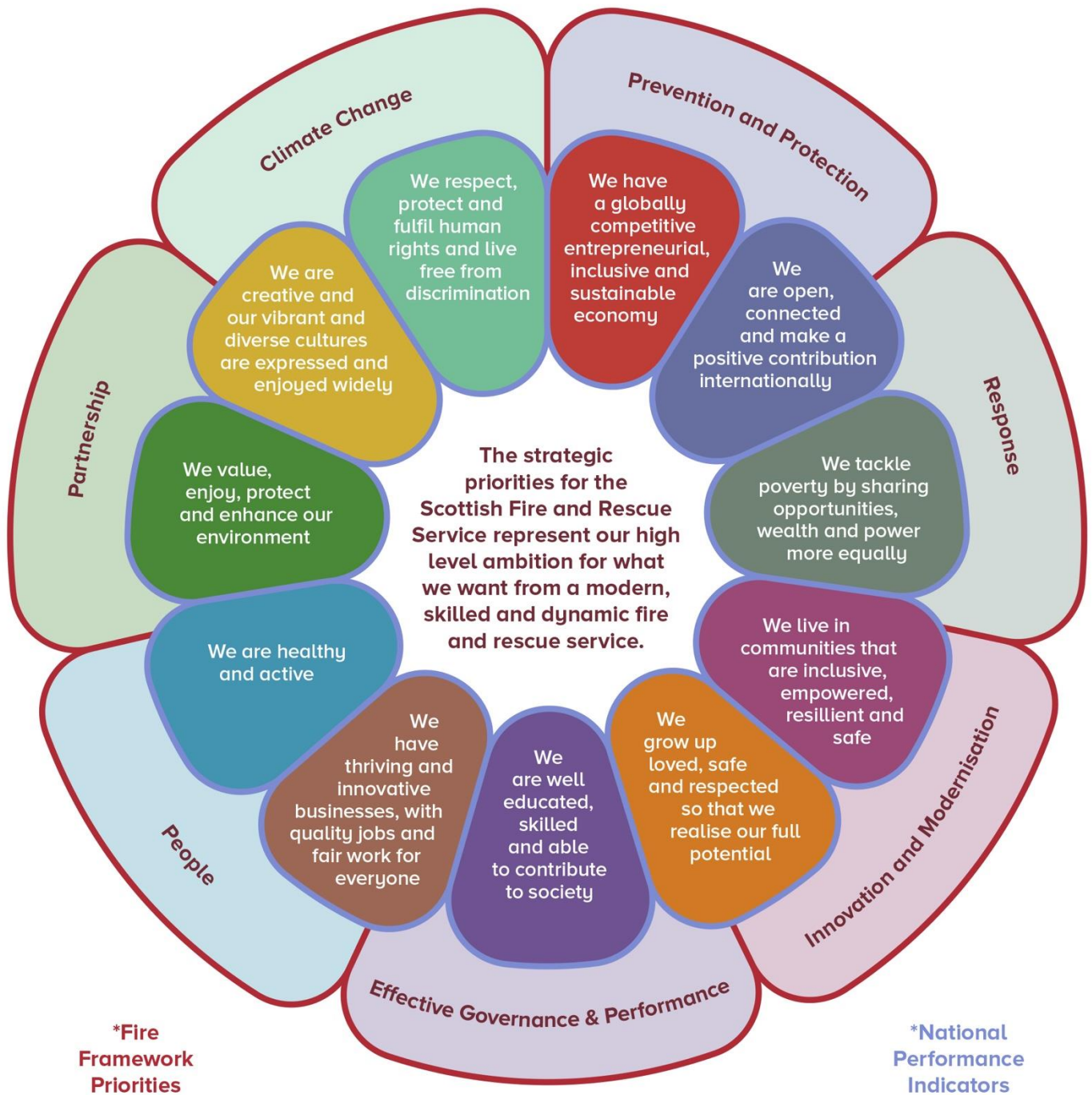
The Scottish Government acted quickly to support people and communities, doing all it could to protect people's jobs, homes, living standards and access to necessities. In doing so, the Scottish Government invested more than £1 billion of additional resource to support people impacted by the pandemic and to build resilience in public services. Covid19 recovery is a priority for the Scottish Government and will be embedded in wider and accelerated public sector reform.

Like many Scottish public services SFRS rose to the numerous challenges posed by Covid19 and has shown compassion, ingenuity and innovation in how it maintained service delivery whilst harnessing its 'can do' outlook to aid both partners and communities alike, as well as looking after its own staff. The pandemic has demonstrated that real change can happen at scale when we work together at pace, with flexibility and passion to deliver positive outcomes for our communities.

Another lesson from the collective response to Covid19 has been that professional, local teams that have more flexibility and freedom to prevent or solve problems can quickly build trust in communities and deliver impressive results. These frontline teams are often best placed to help individuals, families and communities. In particular during the pandemic, in some health board areas, SFRS was able to offer fire stations as community testing premises with SFRS staff assisting the process by carrying out 'meeting & greeting' and 'exit interviews' whilst also tending to important administrative work.

As Scotland undertakes the long, necessary and challenging process of Covid19 recovery, SFRS should explore the implications and opportunities for the Service going forward.

Fire and Rescue Framework for Scotland 2022



The National Outcomes will help to achieve

Our Purpose:

To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.



The Fire and Rescue Framework for Scotland 2022 (“The Framework”) sets out Scottish Ministers’ expectations of the Scottish Fire and Rescue Service. The Framework provides SFRS with strategic priorities and objectives, together with guidance on how the delivery of its functions should contribute to the Scottish Government’s purpose.

2. Strategic Priority 1 – Prevention and Protection

The overriding purpose of SFRS remains to improve the safety and well-being of communities. A priority for SFRS is preventing fires and reducing their human, social and economic impact. SFRS should use an evidence-based approach to target groups and individuals according to risk, and universal population wide activities, to improve fire and wider community safety. These should contribute to reducing inequality and encouraging sustainable and inclusive growth. SFRS should work with public, private and voluntary organisations; communities and individuals where they can add value and contribute to outcomes.

Introduction

Keeping communities safe from harm is a core principle of SFRS. Fire safety is therefore a priority. The ambition is to drive the incidence of fires, casualties and fatalities towards zero.

There is a continuing commitment by the Scottish Government and SFRS to act on the learning from the Grenfell Tower fire that resulted in the death of 72 people on 14 June 2017. Given the scale, background to, and impact of the fire and the work of the Public Inquiry, addressing the implications will remain a priority for SFRS and the Scottish Government.

Building on the 2016 Framework, SFRS should continue to contribute to the wider safety and well-being of communities in Scotland. This should make most effective use of firefighters and other staff, using evidence to learn what works and inform improvements.

Continuous improvement is integral to all Prevention and Protection work, including fire safety, for the effective use of resources and to achieve impact. This will involve, in partnership, on-going data gathering, analysis and use, to drive improvement to reduce fatalities and casualties and to swiftly identify new risks and trends which need addressed.

Approach to Fire Safety

Effective fire safety comprises measures to prevent fires and to reduce and mitigate risk. It requires individuals, communities, businesses, services, government and SFRS to work together and take action. SFRS has a key role in continuing to fulfil its statutory duty to promote fire safety and as an enforcing authority for fire safety legislation.

Statutory Duties

[The 2005 Act](#), and associated regulations, provide the legislative basis for SFRS's fire safety work. It establishes the duty to promote fire safety and appoints SFRS as an enforcing authority for relevant premises. It comprises:

- The requirement to promote fire safety by providing information, publicity and encouragement to prevent fires and protect life, as well as giving advice on fire prevention, restricting fire spread and means of escape.
- Enforcement of fire safety legislation, that generally applies to non-domestic premises (“relevant premises”), to protect employees, residents and the public (“relevant persons”). Responsibility for compliance in these premises is with employers and others with control of the premises (known as the Dutyholder).
- Informing and encouraging people to be responsible for fire safety in their own homes on a voluntary basis, since domestic premises as defined in the 2005 Act are not “relevant premises”.

Promoting Fire Safety

SFRS should continue to work in partnership to prevent fires. The priority is to protect people most at risk from fire whilst also contributing to reducing inequalities. In particular the longer term effects of fires can worsen people’s social and economic situation where it causes homelessness that prevents continuing in employment.

The rate of dwelling fires and fire related casualties are strongly associated with deprivation. According to the [Fire safety regime for existing high rise domestic buildings - review: Fairer Scotland Duty summary](#), domestic fires are 4.2 times higher and fire related casualty rates are 4.9 times higher in the 20% most deprived areas compared to the 20% least deprived. As evidenced in the [SFRS Strategic Plan 2019-22](#), increased risk of harm, including from fire, is related to such factors as poorer health, lower education attainment and disability. By continuing to take a risk-based approach, to prioritise communities and individuals, inequalities can be reduced. This targeted prevention should happen in conjunction with proportionate and impactful population wide prevention activities.

Partnership working with individuals, families and friends, other public, voluntary and private organisations is essential, so that individuals and households at risk of fire are identified.

SFRS should continue to use and develop a range of tools and initiatives for community-based fire prevention. The aim is to improve people’s knowledge and understanding so positive fire safety behaviour is embedded. It is likely it will incorporate information, publicity campaigns, guidance, bespoke advice and, where necessary, enforcement action. Central to this is SFRS’s work with communities and organisations to produce and disseminate information effectively. This should be informed by evidence and learning from activities to drive improvement and ensure the intended impact is being achieved. Learning from what does and does not work should be shared across the organisation.

The longer term ambition should be for individuals, communities, organisations and businesses to be confident and capable in taking responsibility for fire safety for their homes, premises and environment. Only when this is achieved, as demonstrated by evidence, can SFRS apply a lighter touch focused on maintaining this, with less direct active involvement in education, supporting and enforcement activities.

SFRS should continue to contribute to the strengthening of general Prevention and Protection policy and practice. This includes contributing and advising Scottish Government on policy developments to maintain and strengthen fire safety via building standards and housing policy, notably prompted by the consequences of the Grenfell Tower fire and the associated Public Inquiry.

Improving Wider Community Safety

SFRS already contributes to the wider safety of communities. SFRS should continue to work with partners, as under Strategic Priority 7, for targeted, integrated public safety campaigns that raise awareness of fire, water and road safety, and other community safety matters, that also contributes to reducing inequalities.

By gathering and sharing information on other community risks with relevant agencies, more can be done to address those risks. SFRS can, with other public and voluntary services, build community capacity to respond to changing risk profiles (for example aging population and climate change) utilising a broad assessment of safety and wellbeing. SFRS should expand its contribution to improving wider community safety, for example the prevention of avoidable injury of older people at home, to minimise avoidable demand on SFRS and on health and care services. SFRS should continue to prioritise support involving young people from care and other disadvantaged backgrounds, to reduce inequality.

SFRS should continue to work to progress the Scottish Government's commitment to building safer communities with partners and develop a co-ordinated and strategic approach to reducing unintentional harm. This should prioritise understanding the risks and support the wide range of initiatives and actions that are already taking place locally across Scotland and to share good practice as enabled under the 2005 Act. This will prioritise groups most likely to experience unintentional harm: people in Scotland's most deprived communities, those aged over 65 and children under 5 ([Scottish Government Unintentional Harm website](#)). SFRS should continue to support delivery of the '[Scottish Government's Action Plan on Fireworks](#)' to ensure they are used safely and handled with care, and do not cause harm, distress or serious injury.

Fire Safety Enforcement for Relevant Premises

SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises.

SFRS is an enforcing authority for the [Fire \(Scotland\) Act 2005 Part 3](#) to ensure the Dutyholder complies with legislative requirements. In line with the [Scottish Regulators' Strategic Code of Practice](#), SFRS should continue a positive enabling approach in pursuing outcomes; facilitating compliance where possible but using formal enforcement where necessary. This involves working collaboratively with the Dutyholder and other regulators.

The findings from fire investigations should be used to enhance community and firefighter safety, to inform community safety engagement initiatives, fire safety enforcement strategies and inform improvement. SFRS should work with Police

Scotland and the Crown Office and Procurator Fiscal Service and those affected where required.

Where audits need to be prioritised, this must be based on evidence where the risk to life is greatest. By reducing the number, and severity, of incidents in premises SFRS should contribute to reducing the economic and social impacts of fire.

SFRS should ensure that relevant information from Prevention and Protection and Operations functions is shared in a timely way. This should be two way and includes, for example, Prevention and Protection staff notifying operational personnel of operational risk information which could impact on firefighter safety or operational crews informing Prevention and Protection staff of potential fire safety concerns.

Unwanted Fire Alarm Signals

SFRS should continue to pursue effective action to reduce the number of Unwanted Fire Alarms Signals and the weight of SFRS resources that respond to them. Automatic Fire Alarm systems (AFAs) are a vital fire safety measure in many premises, providing early warning of fire for occupants, but they can be susceptible to false alarms. In 2020-21 false alarm attendances from detecting apparatus comprised 41.8% of all incidents attended by SFRS, a significant use of resources. Driving down these unwanted actuations is beneficial to all those involved by, for example: avoiding disruption to businesses and the public, and maintaining confidence in automatic fire alarm systems. Reducing the occasions fire appliances have to mobilise under “blue light” conditions, will decrease the risk to fire crews and other road users.

SFRS should gather and publish data on the outputs from these activities, including via its Performance Management Framework, and use it to track and report on progress on improving outcomes.

3. Strategic Priority 2 - Response

In conjunction with effectively addressing risk, SFRS should ensure that the capability of its assets and staff, combined with technological improvements, enable it to respond to incidents with the right resources at the right time across communities in Scotland. The Service should embrace a flexible, innovative and inclusive approach to its service delivery and resilience planning, ensuring its response resources and crewing arrangements are aligned to current and future risks.

Introduction

SFRS strives to provide the highest possible standards of emergency response in all 32 of Scotland's Local Authority areas. Its work is guided by the Scottish Government's [National Performance Framework](#) and bound by the key legislation cited within this Framework's introduction.

SFRS need to continue to adapt to the changing nature of risks facing communities across the country to achieve better outcomes for the people of Scotland. SFRS should continue to analyse and understand the broad range of community risks across Scotland to ensure it has the right resources in the right places at the right time in order to deliver the right service.

SFRS should strategically decide how best to locate its operational resources based on where the greatest risk exists, making certain that the greatest possible improvement in public safety can be assured across all of Scotland. The Service should look ahead, working in partnership with other agencies, to make sure that emerging risks are identified early, and actions required to mitigate and address these emerging risks can be implemented before our communities are exposed to them. This strategic management of risk will enable a consistent approach to achieving an optimal balance between prevention and response and should inform the operational policies and decisions of SFRS.

Maintaining Operational Response, Firefighter Safety, Learning and Localism

SFRS continues to have a statutory duty, under the [2005 Act](#) and [The Fire \(Additional Function\) \(Scotland\) Order 2005](#), to make provisions for firefighting and a range of other emergencies including road traffic collisions, flooding, search and rescue, chemical, biological, radiological and nuclear incidents, as well as having the power to respond to other incidents at its discretion.

SFRS should provide the most effective operational response possible at times of emergency, whilst maintaining firefighter safety. These two key requirements are inherently linked, as it is only when firefighters have the correct procedures, training and equipment available to them that they can operate to their potential in challenging circumstances.

SFRS should review on an ongoing basis all aspects of the operational performance of its crews, to enable it to monitor compliance with requirements, but more importantly, in an attempt to identify opportunities for improvement, ensure it takes

action to immediately rectify any identified shortfalls. SFRS should, where appropriate to do so, share lessons learned (positive and negative) nationally through recognised protocols and also with local partners where appropriate.

SFRS should maintain robust systems, processes and procedures that build upon national guidance, supporting the identification and management of operational risk. This will enable the Service to provide a safe, effective and efficient response to operational incidents.

SFRS should review at appropriate intervals its operational resources and working practices in light of emerging issues, equipment, programmes and practices against UK and international best practice and advances in technology, enhancing its operational capability and the safety of its firefighters. SFRS should ensure firefighter safety is enhanced through the provision of robust procurement, evaluation, monitoring and maintenance of all operational assets and equipment.

SFRS should maintain the enhancement of its resilience and emergency call handling capability, providing efficient, effective, highly resilient and dynamic mobilisation for firefighting and deployment to a range of other emergencies such as road traffic collisions, flooding, urban search and rescue, water safety, and hazardous material incidents.

SFRS's delivery model must be flexible to reflect the differing needs of local communities. In accordance with the 2012 Act, it must produce a local fire and rescue plan for each local authority area. These local plans should present profiles which reflect the risks to the specific local authority area, as well as setting out local solutions to local issues and detail local activity.

Resilience – Operational Readiness and Capability

SFRS should continue to play a key role in the wider resilience agenda. [The Civil Contingencies Act 2004](#) requires SFRS to work with other responders to plan for emergency incidents. Together with its partners, SFRS should assess risks, prepare for and be able to respond to any significant threats or major emergencies.

National and regional resilience partnerships, in which SFRS has an integral role, coordinate the preparation of risk registers and response plans and arrange vital joint training and exercising events. SFRS should also play a key role in building community resilience more generally by working in partnership with other responders, and continue to help protect both Scottish and UK critical infrastructure assets.

Increasing Threat of Terrorism – Preparing and Responding Appropriately

The nature and sophistication of the terrorist threat to the country continues to evolve. SFRS should use shared best practice and research to ensure that the Service's preparedness and response continues to keep firefighters and communities safe, in partnership with emergency service partners.

SFRS should continue to work closely with its partners in Scotland and across the UK, to understand current threats and to ensure it has robust multi-agency and Service plans in place should an attack happen. SFRS crews should be prepared to respond appropriately to prevent further harm to life or infrastructure. As a national service, SFRS should continue to evolve to meet new and emerging risks across communities, including Mass Casualty Events. Going forward, SFRS firefighters should be appropriately trained and equipped to be deployed as part of a coordinated multi-agency response to such attacks.

Service Delivery – Embracing Future Opportunities

Building on the evidence-based scenario setting outlined within its ['Long-Term Vision'](#), SFRS should ensure that it understands what changes it may need to make to be able to respond to any new or changing demands.

New challenges and risks continue to emerge for SFRS; for example, the continuing and ever-changing terrorist threat mentioned above, climate change (discussed separately in Strategic Priority 4 of this Framework) and the impact of an ageing population. Such changes present challenges and opportunities for SFRS and all are set against public sector budgets, in an ever more demanding economic climate.

While its response arrangements are a core element of the Service's role, it should be recognised that SFRS's response to communities is, and has the potential to be, much broader than operational firefighters responding to traditional fire service related emergencies. From emergency pre-planning of major events to providing opportunities for young people through its Youth Volunteer Scheme, SFRS's involvement and contributions in a range of settings should be viewed in a holistic way. For example, SFRS should consider how it can contribute to Scotland's Promise on children and young people and help deliver [#KeepthePromise](#).

Collectively, SFRS's operational approach, in which the principles and dynamics of prevention, protection, response and resilience are embedded, should serve as an overarching intervention strategy which enhances public safety across Scotland and supports improved wider outcomes for communities.

SFRS should expand the use of its extensive and strategically placed resources across all communities in Scotland to better support partner organisations, in particular the Scottish Ambulance Service and the wider NHS. SFRS has the opportunity to increase life chances in numerous ways such as responding to Out of Hospital Cardiac Arrests and other emergency medical events. SFRS has the opportunity to significantly contribute to improving a wider range of community outcomes. Working closely with its people, partners and staff representative bodies SFRS should consider how it is able to save more lives in different ways. This is explored further in Strategic Priority 3 of the Framework, 'Innovation and Modernisation'.

Utilising Technological Advances

While the Service has already made some advances in changing the types of appliances and firefighting technology it utilises, the increasing availability of

information and new technologies offers SFRS huge potential to improve how it delivers fire and rescue services.

The use of technology in society sets new expectations about the services SFRS provides, how data from such technology is appropriately accessed and its levels of transparency in making use of data in improving outcomes for people. Digitisation also offers significant opportunities to accelerate business processes, manage risk more effectively, revolutionise how SFRS reduces risk, and improves safety outcomes. SFRS should utilise such technology to help safeguard the most vulnerable people in their homes and to enhance its interactions with the public more widely.

4. Strategic Priority 3 – Innovation and Modernisation

SFRS should continually improve and modernise the service it provides so that it can do more to improve outcomes for communities across Scotland. Modernisation proposals should be considered, developed and delivered using sound evidence and should include but not be limited to ensuring SFRS is using its people, assets and financial resources in the most efficient and effective manner and that the role of firefighters is modernised to allow the Service to address new and emerging risks in our communities.

Introduction

SFRS has successfully delivered full integration into a single national service and is becoming increasingly involved in more non-fire related prevention and rescue activities. This has provided an opportunity for the Service to explore innovative approaches to flexible public service delivery whilst maintaining its core services.

Modernisation of the Service should include, but not be limited to:

- How the Service responds to changing community risks;
- The breadth of SFRS support to communities in pursuing improvements in their safety and wellbeing;
- The use of new technology in both operational and support functions;
- More modern and fit-for-purpose facilities shared with other public partners;
- Improving how, why and when SFRS engages and communicates with the public; and
- A full contribution to the Scottish Government's Net Zero emissions targets.

The capability and the skills of SFRS should be increasingly used to improve outcomes by promoting the broader safety and well-being of individuals and communities, as well as continuing to improve fire safety and promote fire prevention.

Recovery and renewal from the impacts of the Covid19 pandemic has demanded radical action. This has also offered an opportunity for some evaluation and reflection on how public services operate and work in partnership and the tools (including digital) that help us to do this.

SFRS should ensure it fully evaluates *what has worked well* and consider stopping or changing what does not work; so it builds on those experiences, making sure it can integrate them into new ways of working.

Full and meaningful engagement with all stakeholders but in particular staff, unions and the public is essential on developing and delivering proposed improvements to the way SFRS delivers its services.

Context

The success of SFRS in delivering its traditional operational activity provides an opportunity to explore where it can add further value to the broader public service outcomes that we are working to deliver across Scotland. Since 2016 SFRS carried out extensive planning and consultation as part of service transformation. SFRS should build on the work already undertaken in relation to broadening the role of firefighters to ensure the Service can better contribute to positive outcomes in Scotland's communities.

Research and Development

Advances in technology mean that new and innovative solutions are being developed which greatly improve firefighting and rescue operations and help the Service pursue improved levels of efficiency and productivity. SFRS should research and develop, and where feasible introduce, new technology and ways of working that improves firefighter and public safety. This might for example include greater use of fire suppression systems, where SFRS could work with communities to widen the appropriate installation of such systems. In the introduction of any new technology or way of working it is essential for SFRS to fully evaluate the change to ensure it is delivering the planned benefits.

SFRS should keep its digital strategy under review to ensure its systems and information technology is making best use of the technology and innovation which is available.

At the height of the Covid19 pandemic SFRS relied more heavily than ever on critical digital technologies for example in providing IT hardware and applications to facilitate increased numbers of staff working from home. Increasing reliance on technology is likely to continue therefore Cyber resilience is central to SFRS delivering a secure and resilient service.

SFRS should have robust, efficient and effective safeguards and processes in place, that should be well rehearsed, tested regularly and can be enacted with ease should a cyber-attack occur.

In considering how it should develop its systems and services, SFRS should take into account the Scottish Government's Digital Strategy, ["A Changing Nation: How Scotland will thrive in a digital world"](#).

In considering innovation, SFRS should work with academics, universities and fire engineering experts. As one of the largest Fire and Rescue Services of its type in the world, SFRS should consider a greater emphasis on global horizon scanning, testing the market to see what innovation it can offer in terms of new technologies and in looking at other organisations on how they are developing.

Future Development of the Service

SFRS should ensure that any changes or improvements to the service it provides are carried out on the basis of sound research, data and evidence, in particular through a thorough and robust assessment of the risks facing individual communities across Scotland.

Effective Use of Resources

Through a thorough risk based approach, SFRS should consider if its physical and people resources are situated in the right place and available at the right time. This should include using risk based evidence to ensure that fire stations are situated in the best place and firefighters are available at the right time.

Retained and Volunteer Duty Systems

Retained and Volunteer Duty Systems (RVDS) play a vital role in ensuring communities are safe and protected outside our major towns and cities. The large areas of Scotland which rely on RVDS means it is essential that SFRS ensure that there are sufficient Retained and Volunteer firefighters to provide an effective service. In recognition of the ongoing challenge of recruitment and retention of RVDS firefighters for fire services across the UK and beyond SFRS has already carried out significant work in this area. SFRS should link this work with its wider modernisation objectives to formulate and deliver a plan to address those challenges, particularly around recruitment, retention and availability.

Modernisation and Expansion of the Firefighter Role

SFRS should continue to consider all options on how the service can deliver better outcomes in communities including developing the skills and abilities of the workforce to meet present and future risks and threats. Fire and Rescue Services across the UK are also considering the role of firefighters and SFRS should remain vigilant to the development of the role in other parts of the UK.

The NHS was under sustained pressure throughout the Covid19 emergency and the recovery from that will require a sustained period of activity for some time. The expansion of SFRS emergency medical response and prevention activities offers the opportunity for SFRS to contribute to Scotland's recovery effort.

SFRS should also give consideration to integrating emergency response provision, including medical response, in a holistic way taking into account the broader aims and aspirations of the Scottish Government to integrate public service provision.

SFRS should aim for any changes to the Service, including widening the services it provides to produce better outcomes in communities, to be delivered without significant increase in the medium to long term financial resources needed in running the Service. The Scottish Government will work closely with the Service to ensure it has the resources it needs, within the context of meeting all the demands on the

Scottish budget, and it should continue to build on the efficiencies it has already delivered to make maximum use of the funding it receives.

As reflected in the People section of this framework, SFRS should deliver all the improvements set out in this section as a Fair Work employer. This means it should fully consult and consider the views of staff and trade unions on workplace matters, including in relation to developing and delivering fundamental change and improvements to the Service.

Emergency Services Mobile Communication Programme (ESMCP)

ESMCP is a major UK wide programme led by the Home Office to replace the Airwave and Firelink mobile communication systems. SFRS should continue to engage at strategic and operational levels to aid the roll out of this important programme and must ensure that its other ICT systems can dovetail with ESMCP for the transfer and use of data.

5. Strategic Priority 4 – Climate Change

SFRS should continue working with other public sector partners and communities to support action to address the climate emergency including the challenges of more extreme weather events. SFRS should do so by preventing and reducing its own greenhouse gas emissions and working to ensure Scotland's communities are resilient and safe in response to the changing climate. SFRS's corporate response to the climate emergency should include, for example, commitment towards transitioning over to ultra-low emission fleets, renewable energy and heat; low carbon buildings and materials; and wherever possible, maximising the positive impact procurement can have on addressing the climate emergency.

Introduction

In April 2019, Scotland's First Minister declared a global climate emergency. SFRS must continue to address and prepare for new challenges as Scotland faces more extremes of weather. SFRS must be sufficiently equipped to deal with the effects from wildfires and flooding in particular. Scottish Ministers require SFRS to continue to work in collaboration with partners and communities to ensure collective resources jointly tackle issues caused by the climate emergency, they relate to inequality and to protect those citizens at greatest risk.

SFRS and the Climate Emergency

Scottish Ministers require two things from SFRS in this regard:

1. Provision of an efficient and effective operational service from SFRS to all Scottish communities, with particular regard for the distinct impacts the climate emergency is having and will continue to have on those communities, with the lowest impact upon the environment; and
2. Action regarding what more SFRS can do as an organisation to reduce its emissions, and increase Scotland's climate resilience in our just transition to net zero.

In February 2020, SFRS published its '[Climate Change Response Plan 2045](#)' and this work should continue at pace. A key focus within each SFRS Strategic Plan should continue to be delivering a world class and sustainable Service, enhancing partnership working and responding to the increasing climate emergency.

Climate Mitigation

There is no doubt that the global climate emergency is impacting every aspect of our Scottish communities. SFRS must do its part to mitigate the adverse impact of the climate emergency and help to keep our communities even safer. This can be achieved by structuring responses to climate policies, fostering collaborative and global discussions, reducing direct and indirect emissions, reducing its carbon footprint, incorporating climate action in its business strategies, procuring and constructing zero or low carbon buildings, utilising renewable energies such as solar, wind, hydro, biofuels and others, prevention of wildfires, and procuring zero emission vehicles whenever possible. These green initiatives are at the centre of the

transition to a less carbon-intensive and more sustainable SFRS, which supports Scotland's just transition to net zero emissions by 2045.

Increased Wildfires

Wildfires in the UK already cause substantial ecological and environmental damage and demand considerable and costly fire-management resources and different capabilities to address them. SFRS should continue to invest in the provision of specialist resources, technological advancements and forward thinking operational practices to enhance its response to wildfire events. SFRS should continue to make use of local assets available to bolster its response during prolonged or widespread incidents such as wildfire.

The Scottish Ministers require SFRS to continue to place a strong emphasis on partnership working and engaging with various agencies and groups in the rural and land management sectors to capitalise on its existing networks, expertise and influence (such as the Scottish Wildfire Forum, and the [Dynamic Coast](#) project). This will not only continue to enhance any intervention required, but will provide a strong platform for preventative work.

Increased Flooding

Flooding is a natural occurrence which can have devastating consequences on individuals, businesses and communities across Scotland. Climate change is predicted to increase Scotland's rainfall resulting in more severe and widespread flooding. Surface water flooding events, as seen in recent summers, can have a devastating impact in only a matter of hours. The Scottish Government is committed to reducing flood risk and working with relevant organisations to deliver actions that protect communities and businesses.

According to the latest Independent Assessment of UK Climate Risk for the UK's third [Climate Change Risk Assessment \(CCRA3\)](#), "The risk of flooding to people, communities and buildings remains the most severe risk for Scotland, and is the costliest hazard to businesses."

According to the Scottish Government '[Living with Flooding: Action Plan](#)'; "In Scotland an estimated 284,000 homes and premises are at risk of flooding; with an additional 110,000 properties forecast to be at risk by the 2080s. Flooding can occur from a number of sources including coastal, water courses and surface water". SFRS should have regard to the 'Action Plan' to help promote property flood resilience in Scotland and should stand ready to respond to any flooding event efficiently providing the right resources at the right time to the right place.

SFRS should continue to strategically place specialist resources in areas where there is a greater risk of flooding (that is flood response stations, swift water rescue units, high volume pumping appliances which divert huge volumes of flood water), and ensure firefighters are prepared, fully equipped and ready to support and protect communities, whatever the weather.

SFRS should also ensure that the construction of any new buildings and new development undertaken by the Service is avoided in areas at risk from flooding. Where development must be located in these areas it should be designed to be capable of remaining operational and accessible during extreme flood events.

Leading the Response to Climate Change

SFRS should continue to be accountable and respond appropriately using a risk based approach that prioritises already vulnerable communities and individuals. SFRS should ensure that its actions are fair and equitable, taking account of existing social vulnerabilities and maintaining a strong focus on the summary of [Climate Projections for Scotland](#) and the UK's third [Climate Change Risk Assessment \(CCRA3\)](#), which was published in June 2021. SFRS must lead by example and act as enablers through its response to the global climate emergency.

SFRS should prioritise and take account of climate change mitigation and adaptation and report ongoing progress against these commitments in its annual reports, demonstrating how the Service is supporting Scotland's response to the global climate emergency.

Procurement

Since 2011, SFRS has had a legal duty to contribute to the delivery of Scotland's national emissions reduction targets, and the importance of procurement activity in this by public bodies has been enshrined in Scotland's climate law. The Scottish Government is committed to leveraging the £12.6 billion in annual public procurement spend to contribute towards the transition to a more resource efficient, lower zero carbon economy, through world leading climate change legislation. The Scottish Government is committed to supporting Scotland's Green Recovery and a just transition to net zero greenhouse gas emissions by 2045. Achieving Scotland's emissions reduction targets will require transformational actions across society, including by SFRS.

SFRS should continue to provide its innovative leadership and support this national endeavour through the strong action that it can take in relation to the annual public procurement spend. In all its investment decisions, such as buying new fleet, repairing and constructing buildings, SFRS should ensure that it complies with public bodies' sustainable procurement duty obligations to consider and act on opportunities to improve economic, social and environmental wellbeing in the course of its procurement activity, including ensuring a minimum burden on suppliers whilst ensuring robust consideration is given to this matter both with primary suppliers and throughout the supply chain. The net zero transition is at the heart of procurement decisions, with low carbon solutions given full consideration on an equal scale with operational requirement.

To enable traction and make the best use of scarce resources, SFRS should ensure that its teams are working collaboratively across traditional functional and professional boundaries to align climate-related policies, targets, milestones and supporting activities.

SFRS should set out in its Annual Procurement Strategy how it will prioritise and take account of climate change and the circular economy in its procurement activity and report ongoing progress against these commitments in its annual procurement reports, demonstrating how the Service is using procurement to support Scotland's response to the global climate emergency. This needs to explicitly address climate change and circular economy obligations.

To boost a green recovery and longer term climate ambitions, SFRS should stimulate action in public sector supply chains. Where SFRS decide to buy goods, services or works, it must champion innovative solutions, adopting a sustainable procurement approach to drive additional social and economic value throughout supply chains to reduce inequalities; enable Scottish businesses and the Third Sector to engage in supporting its climate ambitions; and work with the market to stimulate the development of new and emerging circular economy and low emission supply chains and solutions. This focus needs to extend beyond procurement activities and in to the wider policy initiatives that SFRS lead or fund through other means.

Future Direction

As Scotland continues to emerge from Covid19, SFRS has an opportunity to contribute towards a greener, fairer and more equal society and economy. An evolving and ever improving green recovery, in alignment with both existing and all future Scottish statutory frameworks, taking cognisance of all regulations and innovations being developed both now and in the future, will deliver economic, social and environmental wellbeing and respond to the twin challenges of climate change and biodiversity loss.

6. Strategic Priority 5 – Effective Governance and Performance

SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the Service at national and local levels. This approach should be regularly reviewed and evaluated in pursuit of continuous improvement. SFRS should also collect, produce and analyse data and other intelligence to inform actions to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.

Introduction

Effective governance, strong accountability and resilient performance are at the heart of good public services. SFRS should clearly contribute to [Scotland's National Outcomes](#).

SFRS must ensure that it meets the requirements of its governance and accountability arrangements as set out in the agreed [Scottish Government and SFRS Governance and Accountability Framework](#). It is also essential that SFRS effectively monitors and evaluates its performance in delivering the strategic priorities set out in this document. A key factor in achieving that delivery will be continued investment in maintaining the health, safety and well-being and improving the capabilities, capacity and performance of its workforce.

Context

SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the Service at national and local levels. This approach should be regularly reviewed and evaluated in pursuit of continuous improvement. SFRS should also collect, produce and analyse data and other intelligence to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.

Good service performance and effective accountability, both nationally and locally, is reliant on the ability to demonstrate the delivery of continuous improvement through comprehensive, timely performance reporting arrangements and a robust approach to analysis and evaluation. SFRS should continue to develop its performance systems to ensure the data collecting is still the most appropriate and it should report publicly on its key indicators on a regular basis. Reports should be open and transparent, and provide the Scottish Government and key stakeholders with accurate, timely and consistent data and information, from which they can assess whether SFRS's management arrangements are effective in ensuring it is performing well, providing value for money and delivering all across Scotland.

As set out in Strategic Priority 3 on 'Innovation and Modernisation', all proposed changes and improvements to the service SFRS provides should be made on the basis of sound evidence. SFRS performance management systems should therefore

play a critical role in providing that evidence and in turn driving improvement across the organisation.

SFRS should continue to develop methodologies and systems to collect, collate and analyse data in order to understand future trends and enable resources to be targeted where they are needed most and where they can add the greatest value. SFRS should ensure that it makes appropriate use of comparable data to benchmark its performance.

SFRS must, in discussion with the Scottish Government, specify appropriate performance measures to support its Strategic Plan, for the delivery of outcomes relating to the strategic priorities and objectives set out in this Framework.

SFRS should base its Annual Performance Review report on the priorities set out in this Framework in addition to the evidence obtained through its performance management systems. In order to ensure its activity is making a positive impact on outcomes for communities, SFRS should also monitor and report on its performance over a 3-5 year period.

SFRS should continue to ensure it is accountable to the communities it serves through its network of Local Senior Officers, local scrutiny committees and the involvement of Local Authority elected officials.

Best Value

[The 2005 Act](#) (as amended by [the 2012 Act](#)) sets out the duties of SFRS in securing Best Value for the people of Scotland. The delivery of an effective and efficient service is set within the context of establishing appropriate governance structures by which the organisation is directed and controlled to achieve objectives.

The '[Governance and Accountability Framework](#)', sets out the governance structures within which SFRS will operate and defines the key roles and responsibilities for SFRS and the Scottish Government. As set out in the Governance and Accountability Framework, SFRS should follow the guidance set out in the [Scottish Public Finance Manual](#) and be able to demonstrate fulfilment of its Best Value duty to secure continuous improvement in the performance of the organisation's functions.

To respond effectively to the changing public sector environment in Scotland and to meet the expectations set out in this Framework, SFRS should maintain its strong commitment to strategic and financial planning to assure the long term sustainability of the functions it delivers. SFRS should clearly communicate to internal and external stakeholders the outcomes it is working towards, what the intended objectives and goals of those outcomes are, and how its resources will be used efficiently and effectively to achieve those outcomes.

SFRS's Role as a Public Body

SFRS must follow the expectations and requirements set out in the Scottish Government [Public Bodies Guidance](#). As one of the larger public bodies in Scotland SFRS should be an exemplar organisation in terms of following good governance

and assurance, board members' and staff codes of conduct, succession planning and strategic engagement with government, other bodies and the third sector.

The SFRS Board provides strategic leadership for SFRS, which includes ensuring the highest standards of governance are complied with; that SFRS complies with all Ministerial guidance, its agreed Framework documents (including this document) and legislation; and that prudent and effective controls are in place to enable risks to be assessed and managed. The Chief Officer, with a full range of delegated responsibilities, gives the Board assurance on delivering its stated outcomes and objectives, as set out in the SFRS Strategic Plan. The Board, as the legal entity of SFRS, gives further assurance to Scottish Ministers that its outcomes and objectives have been realised by the Service.

The SFRS Board has responsibility to take into account the local needs, including the views of Local Authorities when providing governance and oversight of the response the Service provides. The Board should continue to build relationships with a wide range of stakeholders, including business and community groups.

SFRS should ensure its Board meetings are accessible to the public across the whole of Scotland and are carried out in the spirit of openness, including the publication of Board papers and minutes of proceedings.

SFRS's planning should ensure clear alignment of priorities and objectives as a national organisation while being flexible enough to respond to differing local needs across Scotland. It is essential to recognise the changing risks and threats facing communities in terms of the demands of its operating environment. SFRS should ensure its employees fully understand their individual and collective contribution to the organisation's objectives and know what is expected of them as part of its planning and operational delivery processes.

7. Strategic Priority 6 - People

SFRS should continue to be a Fair Work employer and develop as an employer of choice. It should promote the equality, safety and physical and mental health of all its staff. SFRS should continue to maximise the effectiveness of its approach to workforce and succession planning and should be a learning organisation with equal opportunities for all. SFRS should ensure it enables innovation and change through its People Strategy. SFRS should actively strive to be an organisation that is more representative of the people and communities of Scotland that it serves.

Introduction

SFRS should aim to have in place an appropriate workforce structure and systems which will prepare all those working in the Service, through robust and tailored development programmes, to develop its capability to meet current and future needs. SFRS should continue to actively develop the culture of the organisation to embrace the values of being inclusive, diverse and fair and ensure these are fully embedded across the whole workforce. To do this, the Service must invest in its current workforce and plan for the type of workforce it will need in the future.

Scotland's Fair Work Approach

The Scottish Government's vision, shared by the Fair Work Convention, is for Scotland to be a leading Fair Work Nation by 2025. The strategic ambitions for Fair Work are set out in the [Fair Work Convention's Framework](#), which underpins the government's [Fair Work Action Plan](#). As a public body, SFRS is expected to take a leading role in adopting and promoting Fair Work, by applying the fair work criteria to drive improvement, namely: appropriate channels for effective voice, such as trade union recognition; investment in workforce development; no inappropriate use of zero hours contracts; action to tackle the gender pay gap and create a more diverse and inclusive workplace; and continued payment of the real Living Wage.

SFRS adapted quickly to the need for staff to work from home whenever possible during the Covid19 pandemic including making best use of technology to facilitate this change. It should build on the lessons learned from the flexible working arrangements and use of technology which were developed during this period in considering future flexible working patterns for staff.

SFRS will also be expected to adopt further criteria that the Scottish Government may introduce to address particular labour market challenges as the economy evolves.

Skills and Changing Needs

SFRS should consider what skills its workforce may need to acquire or develop further in order to maximise their contribution to the Service's modernisation and to meet the changing needs of local communities. SFRS must ensure that the workforce maintains competence to deliver core duties in addition to developing

skills to meet the changing requirements of the services it delivers, thus maximising its ability to contribute to improved outcomes for the communities and people of Scotland. It should consider the right mix of expertise in fire and rescue and corporate functions to best deliver a forward looking 21st Century Fire and Rescue Service.

SFRS must ensure its operational firefighters are properly trained and equipped to undertake the professional duties it expects of them. It is therefore essential that SFRS regularly reviews training capacity against demand. SFRS should ensure there is sufficient training capacity and investment in people and resources to ensure staff are competent in any new or adapted roles they will be expected to undertake.

SFRS staff deal with a broad range of the public often in challenging and dangerous situations, so it is essential that its staff are trauma informed and recognise the importance of being person focused in the services they provide. It is crucial that all levels of staff in SFRS treat each other and those they serve, with dignity and respect along with recognising the importance of diversity and this should be reflected in the training staff receive.

To maximise the impact of training whilst minimising the time spent away from operational duties, SFRS should ensure its whole workforce, wherever in Scotland they are based, have full access to the training and development they need to deliver their role.

In adapting and developing services, the skills needed by staff will change over time, and it is therefore crucial that SFRS considers future needs as it evolves its learning and development functions.

SFRS should look to develop training in collaboration with other blue light partners. This is particularly relevant for strategic leadership training and other aspects common across the partners.

Learning

As a learning organisation, SFRS must identify opportunities for learning from its past actions, including operational incidents, and ensure that lessons learned are shared across the organisation and become embedded in future behaviour.

SFRS should work in partnership with other organisations to maximise learning and sharing of best practice, including joint multi-agency debriefing and training for responding to a range of incidents. It is crucial that SFRS not only identifies learning but also integrates that learning into long term change and improvement. It therefore needs to embrace a culture of openness to learn from past actions, particularly with a focus on the outcomes of those actions.

Succession and Workforce Planning

Succession plans, acknowledging the skills, experience and knowledge that it will require in the future should be developed in the context of SFRS's own Strategic Plan and the Strategic People and Organisational Development Plan and should

provide value in wider organisational business planning than just recruitment. SFRS is facing an aging workforce and must ensure it does not lose expertise and corporate memory when staff retire. As a fair work employer, SFRS must engage with trade unions and directly with staff along with utilising appropriate internal and external expertise in designing and delivering its succession plans. The Service should set out what it will do, how it will do it and how it will monitor progress, recognising existing strengths.

Health, Wellbeing and Safety

Operational fire and rescue activity does come with risks to firefighter safety and in carrying out those activities, firefighters can be exposed to dangers and traumatic experiences. In addition, the Covid19 pandemic has added further stress and anxiety to everyone's lives, with many people suffering from bereavement. SFRS should continue to give the highest priority to the safety, physical and mental health and well-being of its staff and those they serve and protect by encouraging a culture of health and well-being; and by providing and maintaining systems to support and enhance well-being and safety at work.

SFRS should ensure that it takes a collaborative approach on matters of staff safety, health and mental well-being, and that participation and involvement of employees and their representatives is undertaken when identifying, resolving and improving policy and related practice. This should ensure that workforce development, promoting health and well-being and harmonious industrial relations remain priorities.

Equalities and Human Rights

SFRS must, in terms of its obligations under the [Human Rights Act 1998](#), act in accordance with the [European Convention for Human Rights](#). SFRS must also comply with the [Equality Act 2010](#) and the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#). Under the general duty within the Equality Act 2010, SFRS must have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a relevant protected characteristic and people that do not share it. The regulations further specify the actions public bodies are expected to take in meeting this duty. SFRS should ensure that its strategic planning, decision making and reporting demonstrates how equality issues are considered, including as an element of SFRS's improvement processes.

SFRS must ensure that equality is mainstreamed across all functions of the Service. SFRS must set, review and report on progress of equality outcomes designed to meet the aims of workforce and board diversity and service provision. Information on the profile of personnel across the protected characteristics must be monitored and reported on, together with other relevant information such as the gender pay gap. SFRS must ensure publication of a statement outlining policies on equal pay between men and women, persons who are disabled and who are not, and persons who fall into a minority racial group and persons who do not. SFRS should also continue to develop systems and processes that will ensure that the equality performance of suppliers is assessed through the procurement process. As part of

its work to address equality issues, SFRS should remain an accredited Living Wage Employer and encourage the uptake of Modern Apprentices across the organisation in recognition of wider Scottish Government aspirations.

Building on SFRS Equality and Diversity Charter and the Scottish Government's Fair Work principles, SFRS should work towards achieving the Scottish Government's ambition of a fairer society with a diverse operational workforce. SFRS should promote workforce diversity through positive action on recruitment, retention and promotion to encourage greater involvement of under-represented groups to develop a workforce that greater reflects the population of Scotland in terms of characteristics such as sex, race, religion or belief, sexual orientation, disability and gender reassignment. SFRS should support youth employment and engage and contribute with other organisations that support youth employment.

SFRS should continually benchmark against other Fire and Rescue Services and similar emergency services along with other public bodies and private organisations to ensure it is leading the way on equality outcomes along with making sure learning and initiatives are taken on board.

Historically firefighters were predominately male and SFRS has been working towards the aim of a balanced workforce with an increase in the number of female firefighters. Despite efforts over recent years to address these equality issues, work needs to continue in this regard and SFRS will require to have a sustained effort over the coming years to achieve a fully balanced workforce. There is clear consensus that increasing diversity in the Boardroom and in senior leadership roles encourages new and innovative thinking, maximises use of talent and leads to better business decisions and governance. The Scottish Government encourages public, private and third sector organisations to sign up to the [Partnerships for Change](#). Succession planning is critical to ensure that Boards have the skills and diversity of contribution they need to address future challenges and priorities. A key challenge for SFRS is to identify its Board's skills and diversity requirements over the medium and long-term as part of its corporate planning process, and develop a strategy for meeting these. Aligning the profile of skills of the Board members with the Strategic Plan will ensure that the Board has the right skills to deal with future business as the work of the Service evolves; and importantly how the Service plans to ensure that happens.

8. Strategic Priority 7 - Partnership

Working with others such as other blue light emergency services, public, private and voluntary organisations and Scotland's communities should be ingrained throughout SFRS. This includes, but goes beyond, the important and statutory work undertaken through the established Community Planning Partnerships. SFRS partnerships should develop joined up policies to multidimensional problems. Innovative leadership should be provided to facilitate the identification of collaborative opportunities, making the best use of public resources. The aims should be to achieve community safety, drive out inefficiencies, where possible, whilst achieving operational efficiencies and effectiveness to ultimately improve outcomes for our Scottish communities.

Introduction

The main purpose of SFRS is to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland. This section sets out the context, the future vision and strategic direction from Scottish Ministers for SFRS in relation to partnership working. Collaboration and partnership working are interchangeable terms used frequently throughout this Framework.

Context

SFRS must consider how it best designs and delivers services and interventions, how it successfully operates in partnership with other public services and with communities and how it will achieve financial efficiencies in order to more widely reduce the demands and cost pressures on other public services. Further collaboration with partners should provide the opportunity to establish new working practices that deliver the public safety priorities of our communities across prevention, protection, response and resilience activities. Use of effective and innovative partnership working, helping people to work across organisational boundaries to achieve positive results should continue.

Legislative Responsibilities

Public Service Reform is founded on the benefits of working collaboratively, across organisational boundaries, ensuring services are shaped around the needs and demands of individuals and communities – with a clear focus on prevention and early intervention to achieve outcomes.

On-going reform within SFRS should continue to reflect the underpinning aims of [Christie](#) and the Scottish Government's Public Service Reform agenda which is about improving outcomes, tackling inequalities and empowering communities in sustainable ways and building up the strong pillars of Christie which includes a robust focus on partnership working.

SFRS has a statutory duty to work with others in the community planning arrangements under section 4 of the Community Empowerment (Scotland) Act 2015. SFRS also has a statutory duty to work with partners to prepare for and respond to

and recover from emergencies under the [Civil Contingencies Act 2004](#) and associated regulations. SFRS is listed as a public authority in relation to the [Community Empowerment \(Scotland\) Act 2015](#) and as such, will continue to play its part in improving outcomes for communities by enhancing the process of community planning and ensuring that local service providers work with communities to meet the needs of the people who use its services.

SFRS also attend a variety of water-related incidents. Scotland has more than 27,000 lochs, over 11,800km of coastal water and more than 120,000km of rivers and streams, providing many hectares of often deep or swiftly moving water to which the public have easy access (90% of the standing volume of freshwater in the UK lies within Scotland). SFRS should continue its leading role with Water Safety Scotland working with partners to prevent fatalities in Scotland's waters.

SFRS is also a statutory Community Justice Partner under the [Community Justice \(Scotland\) Act 2016](#). As such, SFRS contribute to the local strategic planning, monitoring and delivery of community justice outcomes and is jointly accountable for this.

[The Islands \(Scotland\) Act 2018](#) provided for the creation of a National Islands Plan and a duty to island-proof future government policies, strategies and legislation. Since then, a [Local Governance Review](#) has created further opportunities for SFRS, its local partners and communities across the country to work together in partnership to propose alternative governance arrangements which can improve outcomes and drive inclusive growth for communities. SFRS should fulfil all of these partnership obligations to best effect.

Data Innovation to Deliver Better Outcomes

SFRS should use data to drive continuous performance improvement. Positive use of data improves people's wellbeing and saves time, money and lives (for example, during the Covid19 pandemic, the Scottish Government's Digital Directorate used data to ensure the optimal locations for Covid19 testing and vaccination centres). It helps to see patterns that are not immediately obvious, which enables getting to the real causes of problems. It allows understanding of how life is experienced by people from different backgrounds and design services to be equitable, and enables examination of the impact that services are having so that adjustment and reform leads to improvement. Consistent flows of information and data innovation to deliver better outcomes are also essential for achieving effective collaboration.

SFRS should continue to develop, accelerate and encourage the use of common digital and data standards across the public sector which will facilitate the joining up of services for the benefit of the people who use and need them. Therefore clear processes and systems for working with partners such as the NHS, specifically on how data can be used to improve services, are required to identify the most vulnerable communities, and most vulnerable individuals within communities, to target activity where it is most needed and to make an effective contribution to tackling inequalities. However there are known challenges and barriers that exist in relation to cross public service data sharing. The Service should endeavour to work

against these barriers to ensure potential resistance to sharing data is both recognised and overcome.

Future Vision – Working with Others

There is much to be achieved by working collaboratively and utilising effective partnerships, by further use of multi-agency working, research collaborations, networking and joint working; all of which should take into account the specific and unique risks facing Scotland, including those that are out with SFRS's direct control.

SFRS and the Scottish Ambulance Service Out of Hospital Cardiac Arrest co-responding trials were an excellent example of public services working together to achieve a common aim that improves outcomes for communities. SFRS should continue its work to respond in emergency to help those in Scotland who suffer a cardiac arrest in the community and to develop new ways of working together with other services to achieve further enhancements to delivery of emergency medical response.

More partnership working by SFRS with the Scottish Ambulance Service, the NHS and other partners will be important in ensuring people's safety and wellbeing. We know from other UK-wide trials between 2015 and 2017, and longstanding international experience, that a swifter emergency medical response can yield better outcomes and significant savings in terms of less need for prolonged hospitalisation or dependence on long-term care. There may also be scope for firefighters to respond to other types of emergency medical cases (such as opioid related incidents), subject to further consideration of the clinical evidence, engagement with relevant healthcare professionals, and meeting relevant training and welfare requirements for firefighters. SFRS should aim to make maximum use of the specific skills and capabilities that firefighters have to secure better health outcomes and the more efficient and effective use of resources.

SFRS should continue to work in partnership with the Reform Collaboration Group partners to provide a strategic approach to looking at ways in which shared outcomes, and delivery of services to our communities can be improved and achieve better value for the public purse. SFRS should work with the partners to continue to fully exploit opportunities to deliver efficiencies through collaborative working for example in sharing services for fleet procurement and maintenance or establishing the infrastructure for low carbon vehicles. Increased and focused collaboration at an early stage in the strategic planning process is required so that more integrated and innovative approaches can be identified and delivered.

The ongoing establishment, maintenance and development of engagement with, for example, parts of Scottish Government (such as Better Homes, Building Standards and Scottish Government Digital Directorate), local authorities, emergency responders, other community planning agencies, voluntary organisations and businesses remains key to the successful delivery of SFRS's objectives and priorities.

In all decisions involving new investment of capital resources, particularly on buildings, fleet and fleet maintenance, consideration of any collaborative

opportunities must be explored with others. SFRS already has a strong record of working closely with Scottish Ambulance Service and other response partners to share fire station space and this should continue to be developed wherever possible.

SFRS should continue undertaking collaborative procurement opportunities with all of its partners, wherever possible, especially considering interoperability requirements. The development of electric vehicle charging infrastructure and the procurement of electric vehicles is a good example of this collaborative work with other emergency services and local partners.

Partnership Working in Emergencies

SFRS is defined as a Category 1 responder in the [Civil Contingencies Act 2004](#). The guidance around that, to assist to collaboratively assess, plan, respond and recover from emergency events, is set out in '[Preparing Scotland](#)' which contains established good practice based on professional expertise, legislation and lessons learned from previous emergencies. Partnership working around emergencies is at the centre of the resilience arrangements in Scotland and SFRS is well embedded in existing Resilience Partnership structures. SFRS continues to play a significant part in discussions at the established multi-agency resilience forums at all levels – nationally, at the Strategic Resilience Partnership, regionally, at all three Regional Resilience Partnerships in the North, East and West partnership areas of Scotland and more locally at the Local Resilience Partnerships, as well as at relevant individual resilience subgroups, as required.

SFRS should continue developing a shared understanding with both local and national partners of their relative roles, responsibilities and capabilities, to ensure that when emergencies do occur, they are responded to and concluded as effectively and efficiently as possible, and in an interoperable manner. Furthermore, when working with partners and understanding the dynamics of those partnerships, lessons should be learned in the spirit of continual improvement when better ways of working are identified as a result of working together. Community Planning Partnerships, local scrutiny arrangements and the Voluntary Sector Resilience Partnership, which brings category 1 responders together with the Scottish Government, Resilience Partnerships and key Voluntary and Community sector colleagues provide ideal forums for such discussions and the process should ensure that decisions are informed by local engagement.

However it is equally important that local partners also own their commitments and methods of working together and do not simply collaborate together because they are being encouraged to do so; it must also make good business sense to collaborate where partners choose to do so. SFRS should view community planning as an opportunity to engage with a range of partners and pool collective resources in order to drive improvements in outcomes.

SFRS should work in partnership with City Regions and Community Wealth Building Projects in support of its '[Long-Term Vision](#)' and Strategic Planning requirements. These packages of funding and decision making powers, agreed between the Scottish Government, the UK Government and local partners, are designed to bring about long-term strategic partnership approaches to improving regional economies,

aiming to help harness additional investment, create new jobs and accelerate inclusive economic growth. They are implemented by regional partners and overseen by the [Scottish City Region and Growth Deal Delivery Board](#). Each deal is tailored to its city region, reflecting its individual economic strengths and weaknesses, and comprises a programme of interventions to support positive, transformative change.

There is clearly a strong need for effective leadership, governance and performance management in developing and maintaining partnerships. SFRS should provide innovative leadership, good governance and should relay the clear joint ambitions of increased and focused collaboration when setting up all partnership initiatives. SFRS should actively drive new and existing collaboration forward.

Partnerships across the Wider Scottish Public Sector

SFRS should aim to work with its partners towards achieving a Digital Scotland in which geography, background or ability is no barrier to getting online, in which public services are reinvented to make them more personal, accountable, adaptable, efficient, sustainable and worthy of public trust, and in which businesses and third sector partners are empowered and supported to embrace the advantages of digital technology. In order to deliver a citizen focussed Service, SFRS should continue to develop its interaction and communications with the public. For example, when developing its website, its social media presence, any interactive applications and engaging with young Scottish citizens, SFRS should look to put the user at the heart of its service design.

SFRS should look to develop opportunities for new partnerships as well as continuing to build on the strong links it has already developed with its partners, including building upon more integration with voluntary sector resilience partners in order to identify and tackle national and local risk-based priorities. SFRS should also continue its collaborative work, including its participation in and contribution to work focused on reducing unintentional physical and psychological harm that could have been predicted or prevented. SFRS should continue to implement agreements for sharing premises, assets and services with emergency service partners, including with Police Scotland and the Scottish Ambulance Service where it could help protect public service provision within a community or contribute to better local or national outcomes.

SFRS should continue to be innovative in its thinking and should continue to consider new approaches to improving the safety of Scottish communities. SFRS should continue to work closely with individuals and communities to gain a much deeper understanding of their needs, to maximise talents and resources, to support self-reliance and build resilience across the organisation. A key asset SFRS should factor in when doing this is the positive relationship and trust it continues to enjoy with the public. When considering what additional tasks firefighters might undertake in the future, both collaboratively and in partnership with other emergency responders and partners, as well as separately as firefighters in their own right, SFRS should maintain effective relationships with trade unions and their partnership approach with employees, negotiating bodies and the Scottish Government.

9. Annex 1 – SFRS Strategic Priorities

It should be noted that the order of the priorities does not denote their level of importance. All priorities are of equal importance.

Strategic Priority 1 – Prevention and Protection

The overriding purpose of SFRS remains to improve the safety and well-being of communities. A priority for SFRS is preventing fires and reducing their human, social and economic impact. SFRS should use an evidence-based approach to target groups and individuals according to risk, and universal population wide activities, to improve fire and wider community safety. These should contribute to reducing inequality and encouraging sustainable and inclusive growth. SFRS should work with public, private and voluntary organisations; communities and individuals where they can add value and contribute to outcomes.

Strategic Priority 2 – Response

In conjunction with effectively addressing risk, SFRS should ensure that the capability of its assets and staff, combined with technological improvements, enable it to respond to incidents with the right resources at the right time across communities in Scotland. The Service should embrace a flexible, innovative and inclusive approach to its service delivery and resilience planning, ensuring its response resources and crewing arrangements are aligned to current and future risks.

Strategic Priority 3 – Innovation and Modernisation

SFRS should continually improve and modernise the service it provides so that it can do more to improve outcomes for communities across Scotland. Modernisation proposals should be considered, developed and delivered using sound evidence and should include but not be limited to ensuring SFRS is using its people, assets and financial resources in the most efficient and effective manner and that the role of firefighters is modernised to allow the Service to address new and emerging risks in our communities.

Strategic Priority 4 – Climate Change

SFRS should continue working with other public sector partners and communities to support action to address the climate emergency including the challenges of more extreme weather events. SFRS should do so by preventing and reducing its own greenhouse gas emissions and working to ensure Scotland's communities are resilient and safe in response to the changing climate. SFRS's corporate response to the climate emergency should include, for example, commitment towards transitioning over to ultra-low emission fleets, renewable energy and heat; low carbon buildings and materials; and wherever possible, maximising the positive impact procurement can have on addressing the climate emergency.

Strategic Priority 5 – Effective Governance and Performance

SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the Service at national and local levels. This approach should be regularly reviewed and evaluated in pursuit of continuous improvement. SFRS should also collect, produce and analyse data and other intelligence to inform actions to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.

Strategic Priority 6 – People

SFRS should continue to be a Fair Work employer and develop as an employer of choice. It should promote the equality, safety and physical and mental health of all its staff. SFRS should continue to maximise the effectiveness of its approach to workforce and succession planning and should be a learning organisation with equal opportunities for all. SFRS should ensure it enables innovation and change through its People Strategy. SFRS should actively strive to be an organisation that is more representative of the people and communities of Scotland that it serves.

Strategic Priority 7 – Partnership

Working with others such as other blue light emergency services, public, private and voluntary organisations and Scotland's communities should be ingrained throughout SFRS. This includes, but goes beyond, the important and statutory work undertaken through the established Community Planning Partnerships. SFRS partnerships should develop joined up policies to multidimensional problems. Innovative leadership should be provided to facilitate the identification of collaborative opportunities, making the best use of public resources. The aims should be to achieve community safety, drive out inefficiencies, where possible, whilst achieving operational efficiencies and effectiveness to ultimately improve outcomes for our Scottish communities.



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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



SFRS Long-Term Vision



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Welcome to the Scottish Fire and Rescue Service's long-term vision, our 10-year forward-look to what the Service will deliver for the people of Scotland.



KIRSTY DARWENT
Chair, SFRS Board

FOREWORD

If the last two years have taught us anything, it is that we can't predict or prepare for everything that may happen. But we can decide what sort of organisation we want to be and how we will meet new challenges when they arise.

As a result, this document sets out our strategic intentions and priorities for the future and everything we do will link back to these core elements of our Vision.

We are committed to making Scotland safer but we can't do this alone. To provide the best Service we can, we have to work with our staff, partners and communities. That's why we spent a full year engaging with our staff and stakeholders to develop this Vision.

What has been most encouraging throughout this process is finding out that we are all agreed – working in and with our communities to keep developing our Service is what matters most.

We want to thank everyone who has helped us to develop this Vision. Whether that was through staff workshops or our public consultation we have listened – and will keep listening – to what you have to tell us.

As Chief Officer and Chair of SFRS, our commitment is that we will continue to build on these relationships and will do more to engage with our communities over the next decade.

There's a lot to do and we are looking forward to working with you now and in the future.

MARTIN BLUNDEN
Chief, SFRS



INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) was established in April 2013. Since then we have built upon the work of the legacy Services from which we were formed. We are also proud to walk in the footsteps of all the Fire Service staff who have served Scotland over the last 200 years. As we look forward, we will maintain our values and traditions while ensuring they remain relevant to Scotland's future.

The vision for Scotland's public services, embodied in the Commission on the Future Delivery of Public Services (Christie Commission), is at the heart of the SFRS. We are dedicated to improving the quality of our Service. We want to keep improving people's lives and improving the safety and wellbeing of the communities we serve; focusing on the prevention of risk of harm and working in collaboration with our partners and communities. We are also fully committed to respecting people's opinions regarding how we design and deliver our services and to ensuring that their voice helps us shape what we do.

We are conscious that we launch our vision for the Service at a time when Scotland is emerging from the impacts of the worst pandemic for a century. In October 2021, the Scottish Government published its "COVID Recovery Strategy For a Fairer Future" which set out how Scotland will recover from the COVID pandemic.

As the full consequences of COVID-19 become clear we will offer our full support to Scotland's recovery strategy and to communities across Scotland. We are committed to working with our staff, partners and communities directly to help address the underlying social, health and economic challenges that the pandemic has exposed. We will ensure we play our full part in helping build resilient communities and sustainable and inclusive growth across Scotland as we recover from the pandemic. By working together, we can deliver major change to better support our communities.



357 FIRE STATIONS IN SCOTLAND



7,831 SFRS STAFF MEMBERS

1,631 VEHICLES IN OUR FLEET



HOW WE DEVELOPED OUR VISION



When we set out to develop our long-term vision we were clear this needed to be done in partnership with our staff, our partners and the communities we serve.

We began this process by undertaking an extensive staff engagement process to help us draft an initial Vision document which we could share with partners, stakeholders and the public for their views and comments.

The first phase of staff engagement involved three online leadership events for senior management in September. We also undertook 15 independently facilitated workshops with 150 frontline staff to explore some of the emerging themes in more detail.

An electronic staff survey was established on the staff intranet (iHub) and promoted through staff briefings and a station engagement toolkit was developed to capture the comments of station-based staff.

The first draft vision document was then tested at a workshop with senior managers and a further three workshops with frontline staff.

A six-week document review public consultation was launched on 7 June 2021 and a stakeholder mapping exercise was undertaken to target key stakeholders as well as the wider public.

Due to the ongoing COVID-19 pandemic, the consultation process was largely virtual, with a direct email to key stakeholders, an



online survey and community engagements and partner contacts undertaken by the Local Senior Officers (LSOs) and their teams. The consultation period formally concluded on 18 July.

Staff, stakeholders and partners across all platforms agreed that this Vision is the right one for SFRS. They also agreed that working together with our partners and communities to identify the services they need and to design local solutions is key to our future success.

Furthermore, staff indicated that building on our strong partnerships and working together to achieve the Vision through continued engagement was essential. This is the fundamental building block of our Vision.

We have also reviewed and reflected on all the comments we received from stakeholders and have incorporated these, where possible, into our Vision.

This Vision is not just the Service's Vision but it has been shaped and developed by everyone who has taken the time to share their views and feedback.



FUTURE CHALLENGES

As we saw with the COVID-19 pandemic, we cannot always predict what may happen in the future.

What we set out below is not a prediction of the future but our understanding of some factors that will shape Scotland's future and what that will mean for the SFRS.



Over the next decade Scotland will have a stronger focus on addressing the factors that improve people's wellbeing. The country will also be managing the social and economic consequences of the COVID-19 pandemic, plus the impact of people living with the long-term consequences of the virus. Also, a focus on addressing the social, health and economic conditions that lead to inequality will be a key feature in how all public services will be designed, directed and resourced.

At the same time the climate emergency will increase its impact on our weather patterns. Meeting the challenges of climate change to

ensure our communities are resilient and safe is something that we will play our part in.

There will be ongoing developments to ensure the resilience and safety of communities to safeguard the people who live there. We will continue to experience the threat of potential acts of terrorism, which in turn means there will need to be strong multi agency co-ordination and working to deal the threat as it evolves and changes over time. SFRS will be ready to play an appropriate role in this response while ensuring our staff are protected.

The development in digital and other technologies means new communities will be formed. These will not just be communities in the traditional sense that are formed by living in a common locality, but they will also be communities of interest and experience. All public services, including the SFRS, will need to adapt to deliver what people will increasingly expect of them. This means we will be innovative in our use of technology and how we design our services and will engage with communities to help us design those elements of service change.

The decade ahead presents profound but exciting challenges to Scotland. The onus on public services will be to adapt, thrive and prosper to help meet the challenges ahead. The reward for so doing will be a country and communities that thrive. The SFRS offers enormous potential in delivering a more prosperous and safe Scotland. We already add huge value to the communities we serve, but we can do more.

By adapting to our context, meeting the changing needs of communities and engaging with staff, partners and communities we will help communities across Scotland reach their full potential.

WHY THE SFRS MUST KEEP EVOLVING

The SFRS must evolve, not for the sake of change, but because Scotland is changing. As a Service, it is our duty to respond to those new risks brought about by change. We will do this in new and innovative ways, whilst continuing to deliver our core services. Innovation in the design and delivery of our Service, in the technology and information we use, and how we work with our partners and communities will be the key to our success.

Notwithstanding the impact of the COVID-19 pandemic, over the next decade we will see Scotland's population alter as more people live into older age. Many will live alone and have multiple frailties that will require public services to work together to support them in staying safe, healthy and free from harm.

We will continue to evolve, ensuring that we remain the Service that Scotland needs us to be; designed and built to face the challenges of the third decade of the 21st century and beyond.

OUR VISION

We want to be regarded as among the best fire and rescue services in the world, focused on meeting the changing needs of our communities. As an industry leader, committed to achieving best practice standards, we will share our experiences, insights and learning with others about our achievements and how we got there.



At the core of any successful organisation is an understanding of why it exists and what it can deliver – its purpose.

THE PURPOSE FOR THE SFRS IS:

“...to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.”

This means:



As well as responding to more traditional emergencies, we will further strengthen our work to prevent fires and other accidents occurring.



We will support the safety of Scottish businesses so that they may continue to grow and deliver a sustainable and inclusive economy for Scotland.



Our services will continue to reflect the changing needs of different localities and communities across Scotland.



We will help educate our children and young people in all issues relating to safety to help keep them free from harm.



We will work with partners to protect the most vulnerable members of society, help address inequalities within our communities and respond when people are in need.



We will work with our partners and with communities to drive out inefficiencies and improve what we do in making life better for the people of Scotland.



We will respond to the growing climate emergency.

In delivering against our purpose, we will continue to evolve as an organisation because that's what our communities and Scotland needs of us.

OUR MISSION

As a confident, modern, efficient, outward looking, learning organisation, our mission remains clear. We are: 'Working Together, for a Safer Scotland' We will work together to secure the ongoing safety of our staff and those we serve throughout Scotland. As we deliver our mission, we will continue to evolve, adapt, grow and transition into whatever is required of us to secure the safety and wellbeing of our communities. We will never lose sight of what our mission means to us. It represents who we are and what we stand for.





OUR STRATEGIC INTENTIONS

To realise the aspirations and ambitions of our Vision we have set four long-term strategic intentions. We have not ordered these by priority, each of them is of equal importance in achieving our long-term success. We will use our strategic intentions to determine our direction of travel and to continually steer the organisation over the next decade. They will guide our ability to adapt, to develop new capabilities and to exploit future opportunities as we realise our purpose and meet our mission. They will also allow us to correct any drift from our purpose that may occur from unexpected changes to our organisational environment.

We are a learning organisation committed to ensuring our staff are safe in carrying out their duties in all that they do. Staff are supported through better training and in terms of their own health and wellbeing. Staff are more satisfied and empowered in their work.

As we modernise our Service over time our communities are safer and more resilient. We are more reflective of our communities and engage them more in shaping how we work to help address the challenges Scotland faces.

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

The breadth and depth of what we contribute to Scotland's communities is deepened. We deliver our services to reflect the differences across communities. We are fully accountable to communities and stakeholders for delivering our ambition.

We are a more innovative and agile organisation, responding to how risks are changing across Scotland's communities and we work ever partners better with our in doing this. We seek to prevent harm where we can and respond effectively when incidents require it of us.

OUR PRINCIPLES

Our Vision is also set in line with the values that define our Service. We will ensure our values remain at the heart of what we do as we deliver our Vision. We will adopt the following four operating principles:



PRINCIPLE 1: PROGRESSIVE

We will continue to embrace innovation, change and improvement. We will secure best value in all that we do and will challenge ourselves to find new solutions to old problems. We will develop how we respond to emergency situations and work harder to prevent those situations arising where we can. We will be more efficient, ensuring our resources are redirected to priority areas within the Service and are aligned to current and existing risks. We will achieve more by working with our partners and communities in addressing the needs of our changing environment and in building a more sustainable, inclusive and resilient Scotland. We will achieve greater organisational sustainability by reducing our carbon consumption and our environmental impact.

As a public service we are committed to achieving fairness and equality for our staff and for our communities. We will enable more people to join our Retained and Volunteer service by allowing them to balance work and life commitments better. We are committed to working in more agile ways so that staff can build work patterns around their family and personal lives. We will use technology to build our organisational systems and processes to support these forms of agile working. We will connect our data and information to that of our partners to help build insight into how risks are changing, where inequality manifests itself in our communities and to predict operational demand in order to better prevent problems arising. We are committed to being open and transparent in how we perform and about what we achieve.



PRINCIPLE 2: PEOPLE CENTRED

We will be people centred in all that we do. We will be a fair and equitable employer and we will enable our staff to help shape the progression of our vision. We will develop new roles and career opportunities focused on prevention and community resilience building. We will develop our services to meet our communities and staff's needs. We will invest in developing leaders who have the right skills to work in complex situations, work well with people and are innovative in seeking solutions to problems. When we change, we will work with interested parties to ensure that the changes are right for everyone. We will ensure we use the full talents of our staff and our communities to support our change journey.



PRINCIPLE 3: INCLUSIVE

We will embrace inclusiveness and difference. We will reflect the characteristics and make-up of our communities and put their needs at the heart of what we do. We firmly believe an

organisation that is as diverse as the communities it serves is stronger. By embracing differing viewpoints, understandings and insights we will be even more welcoming, tolerant, aspirational and respectful of all. We will work more closely with our existing partners, sharing properties and assets, and will seek new partners to help us achieve our ambitions for Scotland as we know there is no single right answer in keeping communities safe and improving their wellbeing. We will ensure everyone who wants to offer their insight, opinion, guidance and support, as we realise our ambitions, will be able to do so.



PRINCIPLE 4: CONNECTED

We recognise the importance of 'place' in shaping the lives of the people of Scotland. We will work with communities in developing our understanding of their needs and how we can contribute more to enriching the lives of those who live there. We will ensure our staff are better connected to each other in their work by exploiting technology while reducing our carbon consumption as they work together across the country. We will adopt new technologies to improve the safety of operational staff as they attend incidents.

OUR PRIORITIES

To deliver our Vision we propose eight overarching priorities for the Service. By focusing on these priorities over time we will transition our organisation to what Scotland needs us to be. Over time as our Vision is realised we will revisit these priorities to ensure they remain relevant to our strategic

intentions, operating principles, and the needs of the communities we serve.

Our priorities are presented below to show how they connect most strongly to our operating principles. While each priority is listed against one principle, they serve all our principles and strategic intentions.



PROGRESSIVE

Prevention will be at the heart of our service delivery model as it evolves to meet Scotland's changing needs

We will be innovative in our use of technology, data and information to change how we work



INCLUSIVE

Partnership working will be at the core of how we work

We will value difference of views, experiences and backgrounds within and out with our organisation



PEOPLE CENTRED

We will be an organisation that works in agile and smart ways to support our staff to achieve a positive work/life balance

We will invest in developing our leaders and train our staff to the highest standards



CONNECTED

We will be driven by a deeper understanding of the needs of our communities

We will be a more environmentally sustainable organisation

NEXT STEPS

On the basis of the feedback we have received, this Vision – and the key intents set out in it represent our future.

Our Vision reflects the feedback we have received through our engagement and consultation process and is our commitment to our staff and stakeholders. Our Vision marks a new phase in our change journey and it may take us a decade to fully realise.

It will shape what we do, how we work, how we engage with people and how we will evolve to meet the challenges facing Scotland and its diverse communities. It is the foundation for how we will build our Service for the future. But, for us, this is only the beginning.

We now need to set out how we are going to achieve the ambitions our staff, partners and communities have helped us to develop.

In line with the Fire and Rescue Framework for Scotland, we will develop a new Strategic Plan for 2022-25 which will outline the first stage in our journey towards realising our Vision.

We will do this in partnership with our staff, stakeholders and communities because by working together we really can make a difference to the wellbeing and safety of the people of Scotland.





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