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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

18 February 2021

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

You are invited to attend the Special meeting of the Scottish Fire and Rescue Service Board as follows:

Date: Thursday 25 February 2021

Time: 0930 hrs

Venue: By Conference Facilities

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Debbie Haddow on 07341 880523, or Group Commander Alasdair Cameron on 07786 856986.

Yours sincerely

A handwritten signature in cursive script that reads 'Kirsty L Darwent'.

KIRSTY DARWENT
Chair

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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SPECIAL MEETING – THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 25 FEBRUARY 2021 @ 0930 HRS
BY CONFERENCE FACILITIES

AGENDA

- 1 CHAIR’S WELCOME**
- 2 APOLOGIES FOR ABSENCE**
- 3 CONSIDERATIONS OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE**
- 4 DECLARATIONS OF INTERESTS**

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

- 5 BUDGET STRATEGY 2021-22 (attached)** *S O'Donnell*

The Board is asked to approve the report.

- 6 STAFF ENGAGEMENT PROCESS FOR THE DEVELOPMENT OF A LONG TERM STRATEGIC VISION FOR SFRS (attached)** *M McAteer*

The Board is asked to scrutinise the report.

PRIVATE SESSION

- 7 LIABILITY CLAIM AGAINST THE SCOTTISH FIRE AND RESCUE SERVICE** *S O'Donnell*
 - **Circulated via Email 8 January 2021 (attached)**
 - **Circulated via Email 14 January 2021 (attached) |**

The Board is asked to approve these reports.

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- 8 DRAFT LONG TERM VISION** *(attached)* *M McAteer*

The Board is asked to scrutinise the report.

- 9 HIGH-LEVEL TIMELINE FOR CHANGE** *(attached)* *R Haggart*

The Board is asked to scrutinise the report.

- 10 DATE OF NEXT MEETING**

Thursday 25 March 2021 at 1000 hrs

Please note that this meeting will be recorded for the purposes of minute taking only.
The recording will be destroyed following final approval of the minutes.

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/FCS/03-21

Agenda Item: 5

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 FEBRUARY 2021						
Report Title:	BUDGET STRATEGY 2021-22						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to ask the Board to approve the Budget Strategy 2021-22.						
2	Background						
2.1	As an Other Significant National Body sponsored by the Scottish Government, Scottish Fire and Rescue Service (SFRS) is funded directly through Grant in Aid, as detailed in the annual Budget (Scotland) Act.						
2.2	The Scottish Government presented its draft <i>Scottish Budget 2021/22</i> to Parliament on 28 January 2021, which outlines its spending plans for the forthcoming financial year, alongside projected funding comprising; block grant funding from HM Treasury, receipts generated by taxes devolved to Scotland through the Scotland Act 2012 and the Scotland Act 2016, planned use of devolved borrowing powers, and in this year, earmarked funding to address the COVID-19 response.						
2.3	These proposals are now subject to parliamentary scrutiny, with the aim of securing approval and enacting the required legislation before the start of the financial year. The associated tax measures are subject to separate legislation.						
2.4	Alongside its budget proposals, the Scottish Government published its <i>Public Sector Pay Policy 2021/22</i> , which sets out its commitment to no compulsory redundancies and the Living Wage; as well as a minimum salary increase of 1% for employees earning less than £80,000, with a guaranteed cash underpin of £750 for those earning £25,000 or less, and a maximum increase of £800 for those earning £80,000 or more.						
2.5	Also published to coincide with the Draft Budget is the Scottish Government's <i>Infrastructure Investment Plan 2021 – 2026</i> (IIP) and associated <i>Capital Spending Review</i> (CSR), covering the same period. The IIP represents the Government's response to the recommendations of the Infrastructure Commission for Scotland, and is built around three key themes, Enabling Transition to Net Zero Emissions and Environmental Sustainability, Driving Inclusive Economic Growth and Building Resilient and Sustainable Places.						
2.6	The <i>Scottish Budget 2021/22</i> does not include indicative spending plans for future years, either for Resource or Capital. The Scottish Government has also indicated that further funding clarity is expected when the UK Government publishes its Budget on 3 March, which may necessitate revisions to spending plans.						

3	Scottish Budget 2021/22 – SFRS Allocation																																
3.1	<p>The draft SFRS budget, as outlined within the Scottish Government’s <i>Scottish Budget 2021/22</i>, is shown in the table below;</p> <table border="1"> <thead> <tr> <th rowspan="2">SFRS</th> <th rowspan="2">Actual 2020/21 (£m)</th> <th rowspan="2">Draft 2021/22 (£m)</th> <th colspan="2">Increase/ (Decrease)</th> </tr> <tr> <th>(£m)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Total Budget</td> <td>333.3</td> <td>343.2</td> <td>9.9</td> <td>3.0</td> </tr> <tr> <td>Less Non-Cash</td> <td>24.8</td> <td>26.0</td> <td>1.2</td> <td>4.8</td> </tr> <tr> <td>TOTAL CASH</td> <td>308.5</td> <td>317.2</td> <td>8.7</td> <td>2.8</td> </tr> <tr> <td>Resource (Cash)</td> <td>276.0</td> <td>284.7</td> <td>8.7</td> <td>3.2</td> </tr> <tr> <td>Capital (Cash)</td> <td>32.5</td> <td>32.5</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	SFRS	Actual 2020/21 (£m)	Draft 2021/22 (£m)	Increase/ (Decrease)		(£m)	%	Total Budget	333.3	343.2	9.9	3.0	Less Non-Cash	24.8	26.0	1.2	4.8	TOTAL CASH	308.5	317.2	8.7	2.8	Resource (Cash)	276.0	284.7	8.7	3.2	Capital (Cash)	32.5	32.5	-	-
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3.2	<p>This budget is provided to enable SFRS to enhance the safety and wellbeing of communities across Scotland, including progressing our ambition to modernise the service we provide, to better match the risks faced by individual communities with the resources needed to tackle those risks.</p>																																
4	Strategic Context																																
4.1	<p>The coronavirus pandemic has had a devastating and continuing global impact, both in health and economic terms. In setting out its budget proposals, the Scottish Government highlights the financial requirements of the ongoing response, as well as the opportunity to rebuild the economy in a way that is fairer, stronger, and greener. These priorities are reflected in the funding allocation. The Scottish Fire and Rescue Service recognises its role within Scotland’s public sector, and will align its budget to support these priorities, in accordance with the SFRS Strategic Plan 2019 - 2022.</p>																																
4.2	<p>Budget plans will be baselined around pre-COVID annual activity in areas such as training, Home Fire Safety Visits etc., but recognising that there will be a significant additional recovery element, where current restrictions are limiting capacity across the Service.</p>																																
4.3	<p>Equally there are opportunities for SFRS to support the wider Scottish response and recovery, for example making fire stations available for COVID testing. Budget plans will reflect these requirements, alongside maintaining our core service delivery, together with supporting our long term strategic vision, and putting in place the enablers that bring it to life.</p>																																
4.4	<p>Working with the Scottish Government and emergency service partners, SFRS will continue to contribute to the development of the UK-wide Emergency Services Network, through the Emergency Services Mobile Communications Programme. While the timeline for delivery is yet to be confirmed, it is anticipated that preparatory costs, both capital and resource, will increase in the short/medium term. It is assumed that additional ring-fenced funding will be provided for this programme.</p>																																
5	Resource Budget																																
5.1	<p>Employee costs account for c.80% of the SFRS budget, and as such pay inflation is a material and inevitable cost pressure. The cost of each 1% increase in pay for all staff is c. £2million per annum.</p>																																

5.2	The Service is required to consider the principles of Scottish Public Sector Pay Policy when negotiating pay settlements for support staff, and as such will set its budget in line with the published Policy for 2021/22.
5.3	For uniformed staff pay, SFRS operates within the UK-wide NJC arrangements. The Service will use its voice within the NJC to make the case for firefighters to be appropriately recognised. In relation to the annual pay round for 2021/22, it is considered that this should be in line with the Scottish Public Sector Pay Policy and budgets will be developed on this basis.
5.4	Typically, non-pay budgets are uplifted in line with projected Consumer Price Inflation (CPI), however this is currently an area of considerable uncertainty, due to the direct and indirect effects of COVID on the economy. The Bank of England (BoE), within its most recently published Monetary Policy Report (November 2020), projects that inflation will rise sharply after the winter, from a low base, resulting in a 1.8% rise mid-2021/22. This picture is further complicated by the emerging impact of EU Exit on pricing. CPI projections from both the Office for Budget Responsibility (OBR) and BoE will continue to be closely monitored and budgets will be based on the most up to date position.
5.5	Working alongside Police Scotland and other partners, SFRS will support the safety and security of the rearranged COP26 summit in November 2021, as a key responsibility under the Civil Contingencies Act 2004. The Scottish Government has previously stated its aim of working with the UK Government to achieve full cost recovery for this event. SFRS budget plans will assume that any costs that can be directly attributed to the event will be recovered in full.
6	Capital Budget
6.1	The Board approved a 3-year Capital Programme in March 2020 covering 2020 – 2023. This was intended to be a rolling 3-year programme and as such will be refreshed and rolled forward to cover 2021 – 2024, providing firm proposals for 2021/22.
6.2	<p>In developing capital expenditure proposals, in line with the SFRS Asset Management Strategy, the Service will adopt the Scottish Government's Investment Hierarchy, as published within the IIP, which sets out the order in which investment is considered;</p> <ul style="list-style-type: none"> - Determine future need - Maximise the useful life of existing assets - Repurpose and Co-locate - Replace, create or Build New Assets
6.3	To maximise the opportunities of co-location, work will continue, through the emergency services Reform Collaboration Group and other collaborative arrangements, to identify and exploit opportunities that maximise public value from both existing and future investment.
6.4	The Service approved its Carbon Management Plan 2020-2025 in December 2020, which seeks to reduce carbon emissions by 30% over the five-year period, and includes a capital requirement of £48.4million. Work will continue, in conjunction with Scottish Government and other partners, to identify and bid for funding in support of the Plan, adopting IIP principles. All confirmed funding will be incorporated within the Capital Programme.
6.5	Following marketing, it is now anticipated that the sale of both Maddiston and Thornton can be concluded over the next two financial years. Anticipated capital receipts will be applied to maximise funding for investment. No other significant capital receipts are currently anticipated over the three-year period.
6.6	Planned expenditure will take account of programme re-profiling undertaken during 2020/21.

6.7	Notwithstanding the planned approach to prioritisation and collaboration, the “flat cash” funding settlement outlined within the draft budget proposal is particularly challenging. Asset investment backlog has been regularly highlighted over several years with, for example, over 50% of the estate assessed as being in poor or worse condition, over 60% assessed as poor or worse for suitability, and 50% being more than 40 years old. In addition, during 2019/20, the presence of Reinforced Aerated Autoclaved Concrete (RAAC) panels was detected in numerous roofs within the SFRS estate, resulting in immediate and ongoing additional costs to maintain these buildings in operational use, with a significant investment requirement in the medium to longer term.
6.8	It is considered that to achieve an asset base that is fit for a modern, collaborative fire and rescue service spanning the diverse geography of Scotland will require substantial investment, beyond the current annual allocation. While capital forecasts for future years will be based on the 2021/22 budget allocation, work will continue throughout the year, in conjunction with the Scottish Government Sponsor Team, to make the case for additional funding.
7	Recommendation
7.1	The Board is asked to approve the following recommendation; <ul style="list-style-type: none"> • That the proposed Budget Strategy 2021/22 be approved.
8	Key Strategic Implications
8.1	Financial
8.1.1	The financial implications are outlined within the report.
8.2	Environmental & Sustainability
8.2.1	The SFRS Climate Change Response Plan 2045 sets out how the Service will respond to climate change, which will require significant investment over the next 25 years. In December 2020 the Board approved the first 5-year Carbon Management Plan, covering the period 2020-2025, which details the key projects and funding required to meet the Scottish Government’s commitment of Net Zero carbon emissions by 2045. This requirement will be considered in developing the Capital Programme.
8.3	Workforce
8.3.1	Employee implications of budget plans will be fully evaluated and discussed as required with representative bodies.
8.4	Health & Safety
8.4.1	There are no health and safety implications directly associated with this report.
8.5	Training
8.5.1	There are no training implications directly associated with this report.
8.6	Timing
8.6.1	It is intended that budget proposals will be presented to the Board for approval in March 2021, following consideration at informal strategy sessions as required during February/March.
8.7	Performance
8.7.1	Budget setting aims to ensure that the Scottish Fire and Rescue Service (SFRS) can deliver its service within the allocated financial resources.

8.8 8.8.1	Communications & Engagement Budget plans will be developed in consultation with representative bodies through the Employee Partnership Forum.	
8.9 8.9.1	Legal and Regulatory SFRS is required through its Governance & Accountability Framework to develop an annual operating plan, linked to budgeting information, demonstrating that resources have been allocated to specific objectives.	
8.10 8.10.1	Information Governance <i>DPIA completed No. This report does not contain any personal information.</i>	
8.11 8.11.1	Risk Specific risk registers will be developed with each of the Resource and Capital budgets.	
8.12 8.12.1	Equalities <i>EIA completed No. An Equality Impact Assessment will be carried out as part of the budget setting process.</i>	
8.13 8.13.1	Service Delivery In setting its budget for the forthcoming financial year, SFRS aims to deliver the best possible service to the communities of Scotland within the available funding.	
9	Core Brief	
9.1	The Director of Finance and Contractual Services asked the Strategic Leadership Team (SLT) to recommend to the Board, for approval, the proposed Budget Strategy for 2021/22, which outlines the approach to developing both Resource and Capital budgets, within the context of the Scottish Government's budget proposals.	
10	Appendices/Further Reading	
10.1	<ul style="list-style-type: none"> - Scottish Budget 2021-22, Scottish Government, January 2021 - Scottish Public Sector Pay Policy 2021-22, Scottish Government, January 2021 - A National Mission with Local Impact, Infrastructure Investment Plan for Scotland 2021-22 to 2025-26, Scottish Government, February 2021 - Investing for Jobs: Capital Spending Review 2021-22 to 2025-26, Scottish Government, February 2021 - Strategic Plan 2019-2022, SFRS, October 2019 - Asset Management Strategy, SFRS, June 2019 - Carbon Management Plan 2020-2025, SFRS, December 2020 	
Prepared by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Sponsored by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Links to Strategy and Corporate Values		
Working Together for a Safer Scotland		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>12 February 2021</i>	<i>For Recommendation</i>
<i>Board</i>	<i>25 February 2021</i>	<i>For Decision</i>

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/01-21

Agenda Item: 6

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 FEBRUARY 2021						
Report Title:	REPORT ON THE STAFF ENGAGEMENT PROCESS FOR THE DEVELOPMENT OF A LONG-TERMS STRATEGIC VISION FOR SFRS						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	This paper provides full thematic analysis of the feedback received from the staff engagement on the Scottish Fire and Rescue Service (SFRS) long-term strategic vision.						
2	Background						
2.1	Following the rejection of the pay offer by members of the Fire Brigade Union (FBU) in 2020, the Service needs to take stock and plan for its future evolution and development. It will do so against a period of unmatched external change pressures. To successfully develop a long-term vision for the Service we must fully, openly and honestly engage with staff in the development of the vision. This is to build both a shared of understanding of the issues and pressures the Service is facing and to enable staff to shape the vision in partnership with senior management and the Board. In working jointly with staff on the development of a long -term vision this will help in securing their buy in to future changes by helping build the basis for change with the Service.						
2.2	To support this aim, the Service developed an internal engagement process to explore and capture staff views on the future direction of travel for the Service.						
2.3	This process began with a series of leadership events in September and also included independently facilitated workshops with frontline staff, an electronic staff survey and a station engagement toolkit to capture the comments of station-based staff. In total more than 800 responses were received.						
2.4	The full analysis of this feedback is contained within this report.						
3	Main Report/Detail						
3.1	Executive Summary						
3.1.1	The SFRS launched an engagement process in September 2020 to capture the views of staff across the organisation to inform the development of the long-term strategic vision of the Service.						
3.1.2	Over the course of three months, a cross-section of more than 800 staff were involved in a range of different engagement sessions and processes. Their input is invaluable and we would like to thank them for taking the time to participate in this process.						

3.1.3	Our analysis of their feedback shows clear consensus across of number of key areas of discussion. The most common themes which emerged across all of these sessions are detailed in this report. We have also tried to ensure we have represented fairly and accurately alternative views to these emerging themes.
3.1.4	Overall, there is a clear mandate for the change and evolution of the Service. Overwhelmingly staff feel that this should vary according to local needs. There was strong and consistent support across all engagement sessions for the empowerment of local senior officers to work with local stations and communities to identify those needs and make the changes required to deliver them.
3.1.5	The change, or evolution, that staff feel the Service is best placed to deliver is that around an emergency medical response (EMR). Staff feel this would add most value to local communities and the Scottish Ambulance Service (SAS) scored consistently highest as the partner agency we are most closely aligned with. Staff did note there needs to be clear delineation of roles between the two agencies to support the development of EMR within SFRS.
3.1.6	However, while staff understood and supported the need for change, this was caveated heavily with the feeling that the Service should initially focus on 'getting the basics right'. Staff do not feel that the Service has a good track record on change. They feel we have tried to do too much at once and need to focus on fewer priorities to succeed. There was also a perception that centralised decision making was stifling innovation at a local level. Staff want to see change happening and indicated that the outcomes of change and examples of good practice should be shared across the organisation.
3.1.7	As with previous surveys, training occurred frequently as both a barrier to and enabler of change. Ensuring the right training is in place – and that staff have the time and capacity to participate - is viewed as key to the success of any development of the firefighter role.
3.1.8	Ways to create capacity primarily included changing the way we respond to Unwanted Fire Alarm Signals (UFAS). However, the creation of non-uniform roles to undertake duties such as hydrant inspections, home fire safety visits (HFSVs) and community engagement was also identified as a potential option for the future of the Service. There were also a number of suggestions about how the increased use of technology could be used to create capacity within frontline services.
3.1.9	When we began this process, the primary aim of the engagement was to identify a future vision for the Service. However, much of the feedback related not to what we can do in the future but what we need to address now within the organisation to support change.
3.1.10	Many staff indicated they did not have the capacity to deliver change and some went as far as to suggest that morale, particularly at a frontline level was low.
3.1.11	Given that this process was undertaken in the midst of a global pandemic which has had a dramatic impact on both professional and personal lives, these comments may be indicative of the overall position at a point in time.
3.1.12	However, a number of other issues emerged which have been raised before in previous engagement processes including the Staff Survey and engagement sessions regarding the broadened role.
3.1.13	The role of the FBU and the issues around the terms and conditions for wholetime, retained and volunteer staff remain a significant area of concern. It was felt strongly that more could be done to support retained staff in particular.

3.1.14	Staff are wary that change will be forced upon them and staff who are not members of a representative body want to be assured they too will have a say in the development of the Service. The question of how the Service can progress without securing the support of the FBU was raised frequently – as was the issue of the FBU not being representative of all staff views within the organisation. Both FBU members and non-members are frustrated that a pay offer and broadened role were not agreed last year, albeit for different reasons.
3.1.15	Staff also feel there is still a disconnect between management and frontline staff and that we work in silos rather than together to achieve common outcomes.
3.1.16	Bureaucracy, centralised decision-making and the way in which policies and procedures are developed and disseminated were all highlighted as key areas for improvement.
3.1.17	Finally, many staff commented they welcomed the opportunity to participate in the discussion, value being part of this process and want this level of engagement to continue.
3.2	The Engagement Process
3.2.1	This process began with three online leadership events for senior management in September. These events consisted of a presentation from the Chief Officer, followed by smaller discussion groups. A total of 289 staff participated in these events.
3.2.2	We also undertook 15 independently facilitated workshops with 150 frontline staff to explore some of the emerging themes in more detail.
3.2.3	An electronic staff survey was established on iHub and promoted through staff briefings. 254 staff responded to this survey.
3.2.4	A station engagement toolkit was developed to capture the comments of station-based staff and 88 forms were completed from across Scotland.
3.2.5	While the leadership event and staff survey included some quantitative data the majority of feedback is qualitative as we wanted to gather staff views without directing the conversation. As a result, most of the feedback has been captured through group discussions or free text answers rather than binary questions as set out in a standard quantitative survey format.
3.2.6	Overall, we have considered more than 800 responses. The initial reports from each of the engagement process are provided in the appendices, A, B, C and D. Where word clouds are used, we have ensured that every comment was read and analysed to ensure the common themes identified reflected accurately the full feedback received and not just the most frequently occurring words and phrases. A summary of the key themes from these engagement mechanisms is provided in this report.
3.3	Summary of Feedback - Thematic Analysis
3.3.1	<p>While there was no one area or topic where full consensus was reached, a number of common themes emerged throughout the engagement process which reflect a majority view. Many of these are interconnected and some themes are reflected under more than one heading however, broadly comments can be categorised under the key themes listed below:</p> <ul style="list-style-type: none"> • What staff value about SFRS • Appetite for change • What should we start doing to support change and what should we continue • Creating capacity for change (or what we should stop) • Key partners • Terms and Conditions • Training

	<ul style="list-style-type: none"> • Culture of SFRS • Staff Involvement
3.3.2	These themes are explored in more detail in the report below.
3.4	What do we value about SFRS
3.4.1	In both the leadership events and the staff survey we asked participants what they valued about SFRS and asked them to list their top three (out of seven) options.
3.4.2	All three leadership sessions identified 'serving the community' as the top answer, followed by being part of a team and thirdly reputation and history. Operational targets scored the lowest across all three sessions.
3.4.3	The staff survey responses echoed the SLIDO poll responses from the leadership events with serving the community as the top answer, followed by being part of a team and reputation and history. Again, operational targets were the lowest valued choice.
3.4.4	The theme of community appears frequently throughout the feedback – in terms of working with communities to identify local need and putting the community at the heart of everything we do.
3.5	Appetite for Change
3.5.1	Across all engagement sessions staff recognised the need for SFRS to change and evolve. In the leadership sessions more than 90% of all participants rated change as being either very important or important.
3.5.2	Again, there was consensus across the staff survey and the leadership event with the majority of survey responses rating change being very important or important at 80% this was a lower proportion than in the leadership events.
3.5.3	Participants in the leadership events were also asked to identify what kind of Service they think we should be. There was consistency across all three sessions with the top answer being 'flexible'. Closely linked with this was future focused and evolving and innovative. Efficient scored highly but did not make the top 3 and traditional scored low (less than 5%) across all three polls.
3.5.4	In the staff survey 48% of respondents were supportive of change with a particular emphasis on the development of an emergency medical response and more specifically Out of Hospital Cardiac Arrest (OHCA)/OHCA +. However, when asked what barriers there are to change, 32% (82) of respondents described there being change fatigue within the organisation.
3.5.5	A number of staff also commented that the Service has struggled to deliver any real significant changes since its inception in 2013.
3.5.6	The role of the FBU was seen as pivotal in supporting change and staff outlined the importance of open, honest communication and ensuring all staff voice are heard.
3.5.7	Only a small proportion of respondents (5.6%) stated unequivocally that no change was necessary. While 10% said we need to focus on core roles
3.5.8	And, while overall within the staff focus groups there was recognition that the Service could do more, some staff felt they were at capacity and could not take on additional work.
3.5.9	The staff focus groups and station feedback also indicated recognition of the need to change. However, there was a much stronger sense of needing to 'get the basics right' first.

3.5.10	This will be explored in fuller detail under the Culture of SFRS.
3.6	What should we start doing to support change and what should we continue?
3.6.1	The theme which recurred most often, across all feedback, was that we need to engage more with our communities to understand their needs. This was followed closely by the need for the organisation to devolve decision making and support more autonomy at a local level to respond to local need. This was viewed as integral as meeting the needs of local communities. 'More empowerment at a local level' was a frequent comment from staff across all engagement events.
3.6.2	Continued staff engagement was also viewed as key to achieving change. The staff focus groups again emphasised the importance of working with communities to meet their individual needs as we cannot assume that 'one size fits all'.
3.6.3	As detailed above, the staff survey indicated a high level of support for developing an EMR, specifically out of hospital cardiac arrest (OHCA). Another key area highlighted that staff felt needs to change now is the RVDS and the Service's operating model. In particular there was a strong view that the retained and volunteer roles need better support and need to be reviewed to improve recruitment and retention.
3.6.4	Stations were much more explicit in terms of what the role of a firefighter should, or should not, be in the future. While an EMR was seen as a new way to support communities, staff were clear this should not extend to providing elements of what they perceived to be social care.
3.6.5	At a station level, there was some support for introducing a 'civilian' role, and a view that many duties do not require a uniformed officer. There was strong support for a community safety remit to undertake HFSVs, hydrant inspections and community engagement work. However, a small number felt this could dilute the role of front-line firefighters and limit opportunities for career progression.
3.6.6	Finally, at the leadership events there was widespread support to continue virtual meetings, encourage innovation and keep engaging with staff.
3.7	Creating Capacity for Change (or what should we stop doing)
3.7.1	The overwhelming answer across all the engagement sessions as to how we create capacity for change, related to our response around UFAS. This was viewed as something we could stop doing now which would create significant capacity in stations.
3.7.2	Within the prevention heading of the staff 36 out of 154 (23%) staff indicated that the development of a non-uniform prevention role within the Service would free up capacity for operational firefighters.
3.7.3	Another recurring theme across engagement sessions was the perception that the Service has too many simultaneous projects and is too ambitious in trying to do too many things at once. There should be a focus on achieving some projects to a high standard so that good practice could be developed and shared across the Service. Out with the response to coronavirus there was a perception that the service does not 'do' change well.
3.7.4	There was also a substantial proportion of feedback which related to the internal policies and procedures which staff feel add unnecessary levels of bureaucracy, limit capacity and stifle innovation. These themes are explored in more detail under the culture heading.
3.8	Key Partners
3.8.1	Staff were asked who they valued most as key partners. Overwhelmingly the response was the Scottish Ambulance Service (SAS).

3.8.2	At the leadership events, although ratings varied slightly, SAS, local authorities and local communities scored highest. Only SAS appeared consistently across all top 3 selections on each day. Representative bodies and HM Coastguard scored low.
3.8.3	The top answer from the staff survey was the Scottish Ambulance Service followed by Police Scotland and local communities.
3.8.4	The clear synergy with SAS was also evidenced by the support for the development of an emergency medical response.
3.8.5	In terms of how we should work with partners staff were keen to look at the use of shared resources, particularly buildings, and wanted to see more joint training with partners.
3.9	Terms and Conditions (T&C)
3.9.1	There was a strong sense in the station feedback that issues around T&Cs need to be resolved before the Service can move forward. Concerns around pay and training were frequently raised and the role of the FBU was also a recurring issue. There was a clear view that the Service needs to work with the FBU to agree better terms and conditions for firefighters.
3.9.2	Feedback from the leadership event also reflected on the role of the FBU and how the relationship with the FBU can be a barrier to change. There were also concerns about how to ensure the voices and views of all staff can be heard within our current structures. This was also a recurrent theme in the staff survey from staff who felt their voices had not been heard in the debate over the broadened role.
3.10	Training
3.10.1	Concerns around training featured prominently in the discussions in all the engagement forums around the broadened role so it was not surprising to see the issue raised again throughout the feedback on the Future Vision.
3.10.2	Across all forums training was consistently viewed as both a barrier and an enabler of change. Staff feel they do not have the time or capacity to attend existing training but are keen to see the Service develop more training, particularly delivered in partnership with the Scottish Ambulance Service, to support the introduction of an emergency medical response.
3.10.3	To illustrate how important staff view training, the issue was mentioned in almost all of the staff survey answers with support for less online training and more locally delivered training at a station level. Staff want more time to access training and if an EMR is to be developed staff want to see more training delivered in partnership with the Scottish Ambulance.
3.10.4	Concerns around the promotion process and career progression were also raised in the station feedback the perception being that promotion was not always based on merit.
3.11	Culture of SFRS
3.11.1	Across all engagement forums much of the discussion focused on the internal culture of SFRS and what staff feel needs to change. Themes, which were consistent across all staff groups, included simplifying processes, reducing bureaucracy and preventing silo working.
3.11.2	The theme of local empowerment was also raised in the context of culture – in that staff felt that centralised decision-making stifles innovation at a local level.

3.11.3	In the staff survey, it is worth noting staff made a number of comments around 'attitudes'. This included the relationship between staff and management and a 'them and us' culture between staff and management, wholetime and RVDS, operational and support staff. This element of silo-working and thinking was viewed as requiring change.
3.11.4	In the staff workshops the organisational culture again featured in terms of empowering staff with some staff indicating they fear repercussions for voicing opinions or dissent. Other issues arose around the policies, processes and procedures which are seen to inhibit staff rather than support them.
3.11.5	There was addressed with a specific question in the survey regarding SFRS policies and procedures.
3.11.6	There was overwhelming consensus that there are too many and they are too complex. Only 4 out of 254 (1.6%) respondents viewed our policies and procedures as good.
3.11.7	Many staff voiced their views that change was not a priority at this point in time and that we need to get the basics right first – addressing issues such as silo working, access to training, reducing bureaucracy and empowering our people.
3.11.8	Interestingly, despite a significant proportion of staff feeling that we had not succeeded in delivering change others commented that many staff were experiencing 'change fatigue'.
3.11.9	This would appear to link to the comments around limiting the number of projects we prioritise and focusing on delivering a smaller number of change projects to a high standard.
3.12	Staff Engagement
3.12.1	At the leadership event, there was wide support for the process of engagement on the future vision and a call to ensure frontline staff were included. The importance of keeping staff updated on progress was also highlighted.
3.12.2	Overall staff welcomed the opportunity to participate in the process and are keen that this continues. Fundamentally, staff want more and better engagement across a range of issues.
3.12.3	From the station feedback there was a fear that change will be pushed through without proper engagement with staff. It was also notable that some expressed a view that if change was forced through it would impact negatively on the morale of staff.
3.12.4	It was also clear that there is still a sense among frontline staff that the organisation is not open and transparent enough in communicating with staff and that we need to do more to develop a culture of trust between staff and management.
3.13	Conclusion
3.13.1	This report is a summary of all the analysis of the engagement undertaken to help shape and develop a long-term vision for SFRS.
3.13.2	As evidenced across all engagement forums there is an appetite for change across the Service and a real focus on working with our communities to identify what more we can do to support them.
3.13.3	Staff would like to see a shift to more locally designed solutions, empowering staff at community level. They also want to be involved in - and involve their communities in - the shaping of the service.

3.13.4	The ability to ensure all staff voices can be heard in any change process was key and ensuring we continue to engage with staff is imperative. Many staff voiced their concerns about how change can be progressed without the agreement on the FBU on any revised terms and conditions.
3.13.5	There are also comments, and a theme which was particularly evident at the leadership event, regarding what the next steps are for the Service following the rejection of the recent pay offer for uniformed staff. The long-term vision needs to address this clearly and explain to staff that there is now a new direction for the Service informed by the engagement work and long-term vision.
3.13.6	There is a clear demand to look at streamlining our ambitions and working on a small number of key projects to achieve successful and meaningful change. This good practice can then be shared across the organisation to support future development.
3.13.7	The Scottish Ambulance Service has emerged as a clear preferred partner in terms of where we can work best in partnership to enhance the services we provide to our communities, with a preference to deliver some form of emergency medical response.
3.13.8	However, despite not being the primary aim of the engagement process, the feedback has also highlighted a number of internal issues which staff are clearly looking for the Service to improve or resolve. Many of these issues have already been highlighted in other engagement processes such as the 2018 staff survey and the Internal communications review and the feedback would indicate these are still very much a live issue for staff across the Service.
3.13.9	It is imperative therefore that the subsequent work to develop the long-term vision addresses these issues, and sets the direction of travel that allows staff and the SFRS to move on from the previous transformation and broadening role dialogues.
4	Recommendation
4.1	This feedback is being used to inform the development of a long-term strategic vision. Following this, the draft long-term strategic vision will be consulted upon in spring 2021 with internal and external stakeholders. The final long-term vision will be formally published in Summer 2021.
4.1.1	As the long-term vision is a high-level view of what the Service should achieve in the next decade, it is recommended that this would be supported, for internal engagement purposes, with a 'You Said, We Will Do' overview. This should provide a clear link between the engagement process and Vision for staff with the detail around how the Vision will be implemented over coming years. A Short Life Working Group should be established to ensure this document reflects the work of all directorates and what work has already been undertaken such as the Staff survey action plans
4.1.2	Together the Vision and Action Plan would articulate the strategic context for the planned change projects which the Service is currently exploring and the tangible way in which this will be delivered.
4.1.3	The long-term vision should also provide a framework which allows a context for any ongoing or future change projects and should be communicated to staff in a way which underlines that this resets the direction of travel for the Service.

5	Key Strategic Implications
5.1	Financial
5.1.1	There are no financial implications with this report.
5.2	Environmental & Sustainability
5.2.1	There are no environmental and sustainability implications associated with this report.
5.3	Workforce
5.3.1	There are no workforce implications associated with this report.
5.4	Health & Safety
5.4.1	There are no health and safety implications associated with this report.
5.5	Training
5.5.1	There are no training implications associated with this report.
5.6	Timing
5.6.1	The final long-term vision for SFRS will be published in Summer 2021.
5.7	Performance
5.7.1	There are no performance implications associated with this report
5.8	Communications & Engagement
5.8.1	The communications and engagement department will be required to support the engagement process on the development of the Future Vision
5.9	Legal
5.9.1	Effective communications and engagement with staff and stakeholders is a key requirement of Best Value.
5.10	Information Governance
5.10.1	Standard consultation DPIA and privacy notice is not required at this stage.
5.11	Risk
5.11.1	Failure to fully recognise the staff feedback gathered during the engagement process in the development of the long-term vision for the Service could undermine the successful implementation of organisational change.
5.12	Equalities
5.12.1	A full EIA will be developed to support the delivery plan for the engagement process on the draft long-term strategic vision.
5.13	Service Delivery
5.13.1	The successful development of a long-term SFRS vision will help create the conditions for bring about successful changes in Service delivery.
6	Core Brief
6.1	This report highlights the outcomes and key themes of the engagement process on the long terms strategic visions of the service

7	Appendices/Further Reading	
7.1	Appendix A - CO Leadership Event Feedback Report	
7.2	Appendix B - Focus Group Report	
7.3	Appendix C - Station Feedback	
7.4	Appendix D - Electronic Staff Survey report	
Prepared by:	Marysia Waters, Head of Communications and Engagement	
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
Strategic objective 3.4 – We will engage with our people and other stakeholders in an open and honest way, ensuring all have a voice in our service. Corporate values - Respect		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>12 February 2021</i>	<i>For Decision</i>
<i>SFRS Board</i>	<i>25 February 2021</i>	<i>For Scrutiny</i>

Online Leadership Engagement Event

What is the future vision for SFRS?

EVENT REPORT – SHAPING OUR FUTURE VISION

‘WHAT YOU SAID’ NOVEMBER 2020

Author(s)/Role	Ceri Dodd, Deputy Head of People and Organisational Development Rachel Fishlock, Culture and Organisation Development Manager
Authorised by	Liz Barnes, Director of People and Organisational Development
Date	November 2020

Introduction & Context

In early 2020 plans were underway to have a whole system leadership engagement session, however, in the light of the Covid-19 pandemic the plans to have an auditorium event were revised and transitioned into 3 virtual 'Online Leadership Engagement' sessions. These online events were the first step in engaging with the SFRS middle management cohort to start to shape the long term strategic vision, the 'Future Vision'.

The drive to deliver a 'Future Vision' for the SFRS has been one of the organisations' key objectives since the launch of the Strategic Plan 2019-2022. The SFRS are continuing on the journey to deliver a 'first class fire and rescue service for all the people of Scotland' and the development of the Long Term Strategic Vision will further strengthen the commitment to delivering transformation across the whole system. What remains unchanged is the need to provide our communities with the highest quality service and this can only be delivered through a highly skilled, motivated and energised workforce supported by empowered leaders. In developing the programme for the online leadership engagement events we acknowledged that our middle managers are one of our most critical assets in delivering the 'Future Vision'. They will ultimately drive the success or failure of the changes that will deliver the vision. We set out to ensure that they know that they are valued; we need them; they have experience; they have knowledge of our organisation; they have relationships and networks inside and outside the SFRS.

Within the SFRS we are well developed and well-practised in leading our teams in responding to emergency situations. However, in delivering change and improvement we often find that we are presented with challenges that have no obvious or easy solution. With this in mind the sessions aim to ask our teams to reflect on our organisational culture and ways of working. The focus for SFRS is on continuing to build a culture that embodies our purpose and values and creates the environment to think innovatively, one that empowers our leaders to engage with individuals and teams across the organisation. Whether we describe it as inclusive, authentic, agile or adaptive styles of leadership the ethos remains the same; values driven leadership that promotes and delivers innovation, engagement and adaptability in how we deliver services, taking employees with us as we progress towards the vision.



Event Information

Invitations were sent to the leadership cohort (Grade 6/Station Commander and above) across the SFRS. They were asked to register for one of the three planned online 'Leadership Engagement Events', on 22nd, 23rd and 29th September 2020. On registering they were issued with the following information;

Confirmation

Thank you for registering for the online 'Leadership Engagement Event 2020' on xxth September 2020. The information attached will provide you with detail of the programme for the session, what to expect and how to get the most from the session.

This is an exciting opportunity to join the conversation to look at 'what's next for the SFRS'. This is the start of a journey during which we will work together to shape our future vision.

Prior to Joining the Event

- *Please ensure you have two diary invitations for the date you have selected to join the event.*
 - *The first will be the invitation to the 'main session' where you will join colleagues from across Scotland.*
 - *The second will be for the workshop session, when you will have the chance to have your say in shaping our future.*
- *Please either download the 'Slido' app or access this through the browser on your smartphone or laptop/PC/other device and log in to the Slido event shortly before joining the meeting. Detailed instructions for using Slido are attached – this system will allow you to ask questions during the event and to respond to participant polls.*
 - **The event code for your session is #xxxxxxx**
 - **Passcode xxxxxxxx**

Format for the Event

- *On joining the 'main session' you will be in a Skype 'meeting' with up to 120 colleagues – **CAN WE PLEASE ASK THAT YOU MUTE YOUR MICROPHONE FOR THE DURATION OF THE SESSION** – you can ask questions via Slido.*
- *You will be asked to check you are logged into Slido and there will be a reminder of the event code and passcode.*

Slido Polls

During the Chief Officer's initial presentation there were a number of virtual polls that were launched via the polling tool 'Slido'. These were announced by the Chief and the results used to inform the workshop discussions. There was also a live Q&A, again facilitated by Slido. The results can be reviewed in the 'feedback' section of this report.

Participant Programme

Martin Blunden, Chief Officer, SFRS – ‘What is the Future Vision for SFRS?’ Presentation

- During this time the CO will indicate when a Slido poll has started – please ensure you complete your response relatively quickly – they will be time limited!
- You can ask questions at anytime during the presentation on the Slido Q&A tab – you can also like questions that have been asked by others and these will be highlighted as ‘priority’ questions in the live Q&A session.
- **Question and Answer Session**
 - The CO will answer some of the questions asked during the session via Slido, if he cannot respond to all questions (some will be themed and not asked verbatim) there will be a follow up FAQ circulated.
- **Introduction to the Workshops & Switch to ‘Virtual Workshop Session’**
 - The CO will introduce the workshops and invite you to leave the main session and join your virtual workshop session.
 - Please leave the main session call and join the ‘Workshop’ Skype meeting as quickly as possible to ensure we maximise our discussion time.
- **Workshop Discussion Sessions**
 - **We would appreciate if you could ensure that you have your camera on to support a more interactive discussion.**
 - The workshop will be facilitated by a member of the Senior Management Board, supported by an identified notetaker. This will enable you to focus on the discussion and the thoughts/ideas you want to share.
 - During the workshop you will still be able to submit questions via the Q&A tab of Slido and these will be incorporated into the FAQ.
 - **The workshops are designed to ensure that everyone can contribute – your views are welcomed and we would encourage you to share these with your workshop colleagues.**
- **Workshop Summary, Closing Remarks & Next Steps, Martin Blunden**
 - Following the conclusion of the workshop please leave your virtual workshop session and re-join the ‘main session’ where there will be brief feedback from each of the groups.

Chief Officer's Presentation

The Chief Officer opened the sessions and delivered a presentation, asking the question 'what's next for the SFRS?'

Chief Officer Martin Blunden said: ***"We're now in an operating environment which needs to change and evolve on a continuous basis to ensure we can meet the needs of our communities. With this in mind, we must look to the future and our direction of travel, our vision and our road map to success."***

A copy of the slides used by the Chief Officer are attached below.



SFRS Leadership
Engagement_Presenta

Slido Q&A and Polls

A summary of the Slido engagement and number of Slido participants is shown below for each of the three sessions. The following sections will describe this in more detail.

Tuesday 22nd September 2020



Wednesday 23rd September 2020



Tuesday 29th September 2020



Q&A

The Slido Q&A function was made available throughout the session for participants to ask the Chief Officer questions related to the future of the service. Participants were also provided with the option to pose questions via the Skype 'chat bar'. The results of the Q&A will be made available as an FAQ document and published on iHUB, however, some of the most asked/popular/up-voted questions are shown below. Appendix 1 shows a summary of all of the questions for information, these have been themed and categorised.

Sample Questions



Slido Polls

The Slido polls were asked during the Chief Officer's presentation and the results considered, where appropriate, during the workshop session.

A full copy of the Slido poll results for each day is attached below.



Workshop Sessions - Facilitator Guidance

Facilitators were nominated from the Senior Management Board and the OD Team delivered a series of sessions with the SMB members to discuss their role as a facilitator. The group were briefed on the question set to be discussed during the workshops as well as information on the practical elements such as ICT requirements and template documentation to assist in feedback. Each facilitator also had a dedicated notetaker to support the workshop sessions. They were provided with an information 'pack', extracts of which are shown below.

Leadership Success Factors in Delivering Future Vision – What We Know

1. We must keep our SFRS purpose and values at the core of what we do.
2. Change is hard and it's likely to fail without effective leadership at all levels.
3. Leading with the right leadership behaviours will allow us to succeed.
4. We need leaders who can make a difference. How we lead is a choice, we can choose to lead differently.
5. High performing leadership behaviours unlock the best in all of us and that's what we need to succeed in delivering the Vision.
6. These leadership behaviours *can be* developed and enhanced.

Your Role in Facilitating the Discussion

As a facilitator your role is to:

- ensure that the leadership group know that they are valued, their views and ideas are key and we want them to join and contribute to the conversation ...'What's next for the SFRS?';
- create 'space to think' and conditions, where the all members of the leadership group, regardless of role, leadership level or staff group, feel engaged and empowered to actively explore the topics/themes and where they feel comfortable and confident to actively contribute; and
- listen and create curiosity in a coaching style to encourage engagement and innovation.

By;

- **Creating an inclusive environment** – please encourage all participants to constructively contribute – we would encourage participants to have their video on during the workshop session to ensure virtual 'face to face' interaction.
- **Enabling participation** – please actively encourage participation in the discussion, clarifying instructions/requirements.
- **Group dynamics** (and group management) – please manage active contributions, ensuring you invite involvement from all participants.
- **Lead without Influencing** – these sessions are designed to give the wider leadership cohort the opportunity to help shape the future vision.

Workshop Question Set

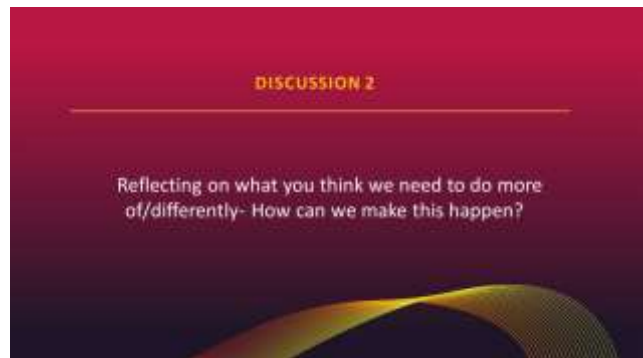
On opening the workshops facilitators were provided with slides detailing each of the three discussion questions and a 'scene setting' slide which is shown below;



DISCUSSION 1



DISCUSSION 2



DISCUSSION 3



Each group was allocated approximately 1 hour to discuss the three questions. The notetaker and facilitator provided real-time feedback through Sharepoint on the key themes coming out of the discussion, which informed the Chief Officer's summary presentation. Detailed feedback was recorded on a dedicated Sharepoint site and the following pages summarise the discussion taking into account the feedback from all of the groups.

A total of 26 workshop groups were facilitated over the three sessions and a total of 289 participants attended and contributed to the conversation.

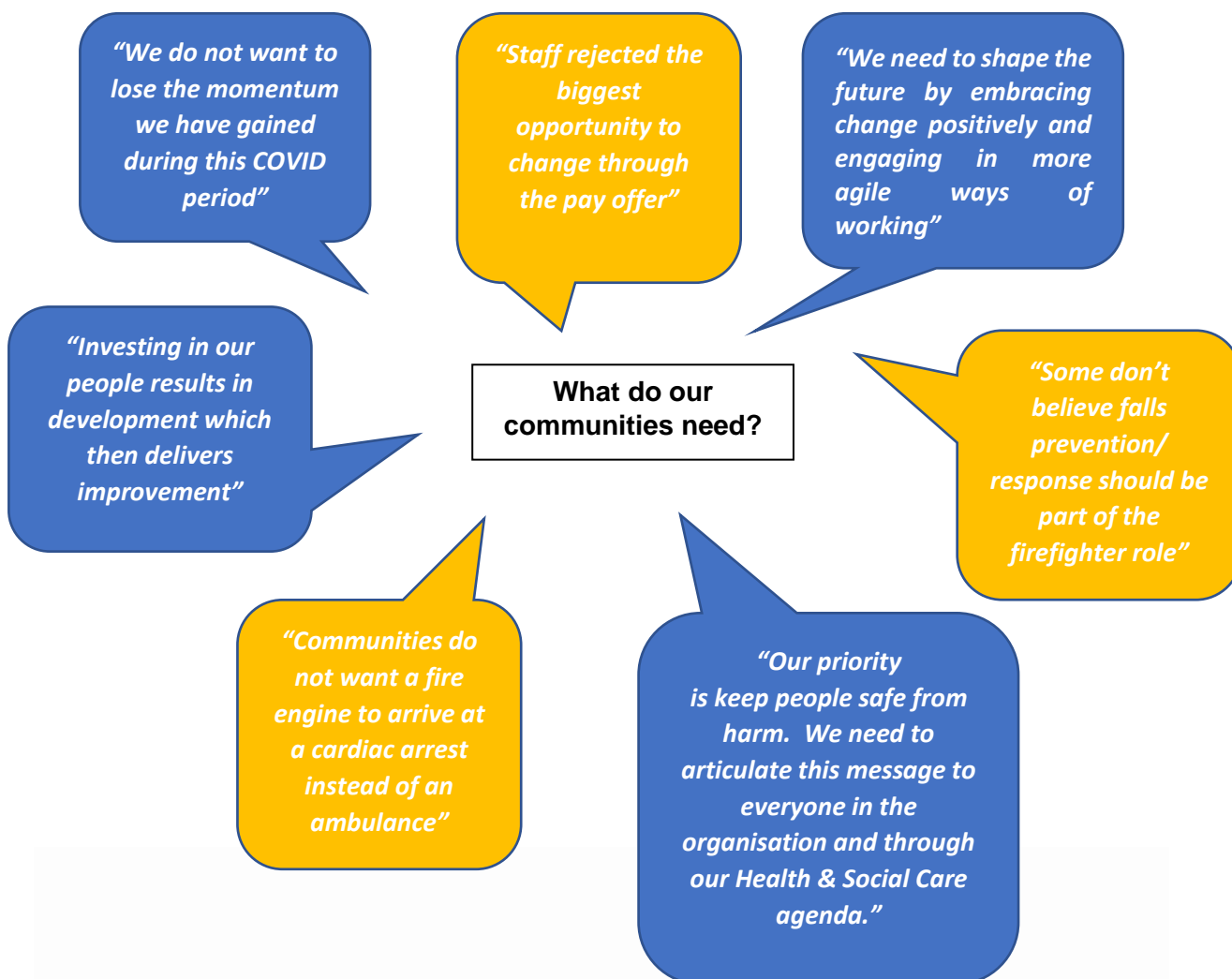
Discussion 1 Feedback

Thinking about what you've heard today and shaping the future vision what do our communities need us to do more of/differently? Facilitators were invited to refer to the Slido results from questions 2 and 3.

The discussion was recorded and summarised in themes to provide feedback that is reader friendly and suitable for further review and discussion. The themes from discussion one have been summarised in the wordcloud below.



Some of the responses to the question are shown below to give context to the summary. It is worth noting that there was not always consensus and some individuals had differing views. The quotes below demonstrate some of the alternative views.



The graph below details the main themes that were highlighted during discussion 1. The frequency with which these themes were mentioned across all workshops is detailed within the graph.



The discussion summary table is shown below for information and also highlights any alternative views to the themes/points that were discussed. The detailed feedback from each workshop has been retained for future reference.

Main Point/Theme	Frequency	Alternative Views
Community engagement (ask communities what they need)	19	
Devolve decision making/autonomy	18	Standardising systems and ways of working to improve efficiency
Focus on local needs/community	17	Standardising systems and ways of working to improve efficiency
Internal and external collaboration/partnership	13	Communities do not want a fire engine to arrive at a cardiac arrest instead of an ambulance
Staff engagement	11	Could have been more informative if there were opportunity beforehand to engage with the Public to understand what it is that they want the service to provide
Intelligence led response and prevention – keep people safe from harm	10	Some do not believe falls prevention/response should be part of FF role
Inter-agency working/partnerships	10	Be careful not to be left 'holding the baby' Too willing. We are not a social service, we are an emergency response service
Innovate to do more	10	Rejection of the pay deal has made things more difficult. SFRS has ability to stifle innovation
Invest in/utilise resources efficiently	10	
Embrace change – overall and delivered through COVID-19	8	Staff rejected the biggest opportunity to change through the pay offer
Invest in people/anticipatory training	8	
Review and prioritise workloads/projects	8	
Be proactive	8	
Empower people and managers	7	
Work smarter	7	
Agile working/ flexibility	7	
Skills recognition/recording/ utilisation	4	We must address inequalities in the role of the firefighter if we are to broaden the role
Trust	4	It should always be because it is the right thing to do, not because of cuts elsewhere.
Streamline processes	2	
Corporate parenting	1	
Planned career pathways	1	
Digital transformation	1	
Succession planning	1	

We Need to Continue

“Developing flexibility in processes”

“Support mental health and wellbeing of staff – ensure enough OOH support”

“Discussing how we add value to communities making it relevant to needs”



The full data table from discussion 2 is detailed below;

We Need to Stop	We Need to Start	We Need to Continue
Doing things for the sake of it/ to meet the 'checkboxes' because we have always done them	Learning from RDS communication process	Virtual team meetings
Silo working	Working remotely	Managing and reviewing budgets
Bureaucracy/hierarchy causing barriers	Investing in people/ development/ induction	Managing expectations
Trying to do everything – currently too many projects	Empowering people	Encouraging innovation
Unrealistic expectations/ being too ambitious	Collaborating – sharing learning & ideas	Streamlining processes
Being inconsistent	Standardising processes	Digital transformation
Ineffective communication – too many e-mails/ too much unnecessary information	Tailor training to ALL learning styles	Communication & engagement (early) internal and external
One size fits all approach – must adapt to local need	Translating meetings into action	Involvement (all staff)
Divide between operational staff and those with FH	Integrating/partnering with NHS, HSCPs, SAS etc – get formalised agreements	Transparency – be more open and honest
Focussing on finance as always being the answer to the 'how'	Prioritising AOP, Plans, tasks/workloads	Focus groups with wide representation
The minority (FAU vote) preventing us moving forward – pay deal rejection	Better engagement with end user	Developing flexibility in processes
Focussing on all or nothing deals – smaller chunks may have helped pay deal	Empower and have confidence in managers	Understanding the impact of change
Move away from PQAs – make the skills and recruitment processes more relevant	Learning from the past – decisions and experiences	Embed the agility/change brought about through COVID response
Feudfighting, promotion process/succession planning	Devolve decision making to focus on local needs providing decentralised flexibility	Discuss preventing falls at home
Instilling fear of failure – it's ok to have ideas and test them without fear of error	Moving transformation on	Discuss how we add value to communities making it relevant to needs
Promoting those who can 'talk well' for 45 minutes – must take into account qualifications/practical skills	Listening to the voices on non-union members	Show that we are evolving and ask for <u>git</u> recognition
Focussing on strategic plan only at the cost of local community need	Time to be bold and get on with things	Identify and utilise employee skillsets
Inequalities in the role of the firefighter – must build trust	Expand employee development to 'softer skills'	Improving appraisal process – not just paying 'lip service'
	Update our values – we are more than 4 words	Build a strong narrative for change and take our partners with us
	Review and map policies and processes – stop duplication, continuous improvement	Support mental health and wellbeing of staff – ensures enough OOH support
	Review employee relations model to support innovation	Develop a shared vision
	Improved project management	
	Identify financial benefits the SFRS bring to Scotland (Fraser of Allander, Inst)	
	Senior leadership visibility and how they work together	
	Provide more praise and positive feedback	

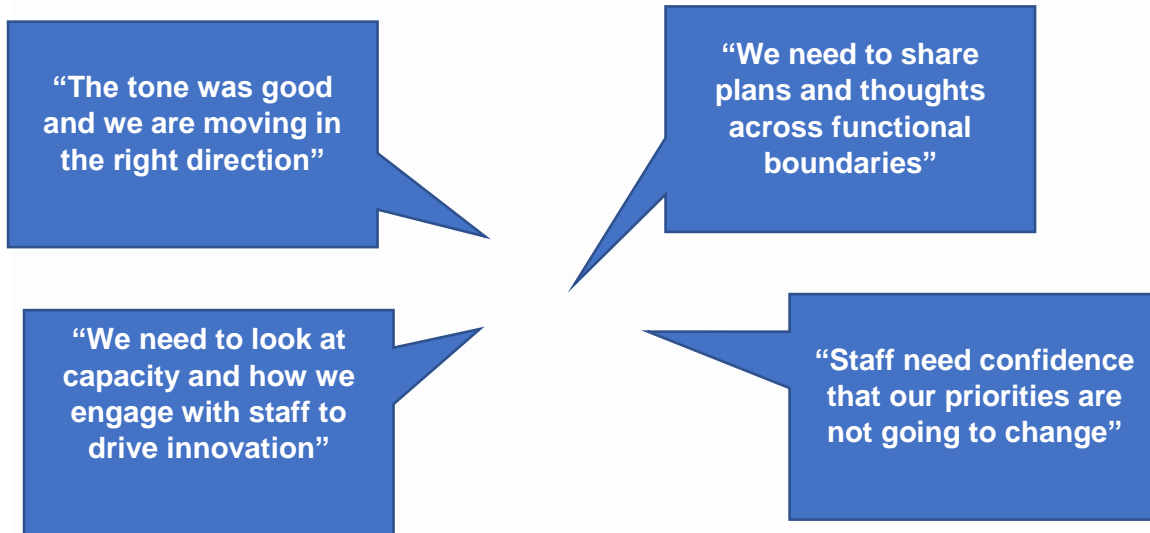
Discussion 3 Feedback

Have we got the tone right today thinking about your teams, how do we involve our staff and other stakeholders in shaping and delivering our future vision?

The themes that emerged from discussion 3 are shown in the graphic below with some quotes from participants for added context.

This feedback will help to inform how the next steps of the process are delivered and the Chief Officer has stated the following;

“During October and November, we’re embarking on a significant programme of staff engagement to ensure as many people as possible are provided with an opportunity to share their views on our future direction of travel, our vision and our road map to success. I believe that all of the people who work or volunteer for the SFRS are second to none in terms of their commitment to, and passion for, helping communities across Scotland, and that you will be the most powerful force in driving us forward.”



Discussion 3 Themes



Next Steps

The events were brought to a close by the Chief Officer with an indication of the 'Next Steps'. The specific feedback from these events will be made available in the form of the FAQ feedback and this detailed feedback document.



Next steps

- ◆ Gather feedback from staff sessions and develop a Future Vision
- ◆ Approval by SLT in November and the Board in December
- ◆ Key stakeholder engagement in January/February
- ◆ Final vision completed by March 2021
- ◆ Implementation of vision in a staged approach

Appendix 1 - Q&A Summary – By Theme

Question text	Score	Upvotes	Sentiment	Theme
Do we know the support structures of NY and Tokyo? This may help us realign our traditional structures to support the modern way?	9	9	NEUTRAL	Benchmarking
Are they structured differently from SFRS?	3	3	NEUTRAL	Benchmarking
Do you envisage any further service restructuring across SFRS?	24	24	NEUTRAL	Change
Do you envisage any redundancies / voluntary or compulsory	17	17	NEUTRAL	Change
Following the massively disappointing transformation reject decision how do we bring those dead set against change with us?	14	14	NEGATIVE	Change
do you anticipate early retirement or cutting staff	10	10	NEGATIVE	Change
We all know that there are stations which can be reviewed as to their performance and activity levels. is there an opportunity to merge or relocate stations	6	6	NEUTRAL	Change
Is there progressive planning work taking place at a Strategic Level for fully evolved co-responder stations with cross over mobilising	3	3	NEUTRAL	Change
What are our proposals for OHCA going forward	2	2	NEUTRAL	Change
Some colleagues couldn't make one of sessions is there any further staff engagement on the vision?	1	1	NEUTRAL	Change
There is a tier of management that seems just to manage other managers but do not direct activity because they are not Heads/Directors - do we need them?	1	1	NEGATIVE	Change
When will Accenture work be shared with staff	1	1	NEUTRAL	Change
As a step beyond collaboration should SFRS take the emergency response/paramedic part of SAS , make best use of personnel infrastructure buildings equipment	1	1	NEUTRAL	Change
In attempting to meet the needs of our communities' expectations of a modern FRS, is there the danger we become another provider of social work services?	0	0	NEUTRAL	Change
I welcome a new look at UFAS, this along with how we deliver HSV/Safe will free up vital capacity. A return to a dedicated hydrant team would help training time	0	0	POSITIVE	Change
With you having resigned from the NFCC, is this a Service wide resignation or a personal resignation.	0	0	NEUTRAL	Change
Going forward as a visionary Service is there not a need to go back to the shop floor and	0	0	NEUTRAL	Change

determine what can be achieved in Service Delivery?				
If there is no additional funding how do we broaden the role moving forward? Will changes be imposed?	0	0	NEUTRAL	Change
How do you see SFRS as an employer post covid? Do you see us being more flexible in terms of flexible working and home working?	14	14	NEUTRAL	Culture
We need to keep breaking working silos down in this organisation to improve efficiencies - how can we enable this and explore options?	8	8	NEGATIVE	Culture
Home working worked extremely well but has reduced how we can engage. How do we build a new environment, keeping a sense of being part of something bigger	7	7	POSITIVE	Culture
Do you think that the service should be better at managing projects? ie complete before commencing others. Some transformation elements are still open ended	5	5	NEUTRAL	Culture
How do we better invest in our firefighters? There is a wide range of keen, proactive people who are content to remain as FF's. This limits development options.	5	5	NEUTRAL	Culture
I think we really need to look at our decision making processes - so very slow at times (I know this is about the how not the why, but it has a huge impact)	3	3	NEGATIVE	Culture
How can we enable our organisation to properly embrace our value of innovation? Need to stop our culture of compliance and governance override this value.	3	3	NEUTRAL	Culture
These workshops are good but nowhere near enough time allocated to cover the broad spectrum of conversation required to produce positive outcomes and progress.	2	2	POSITIVE	Culture
What evidence (actions not words) do you feel there is to support claim SFRS is learning organisation-particularly learning from projects, comms, trust, surveys?	2	2	NEUTRAL	Culture
The person centric approach you mention is absolutely needed, unfortunately some managers are not working on this basis! We need to do more to get this across	1	1	NEGATIVE	Culture
Do we know what skills we have in the Service in particular within support staff? We are very good at recording skills of operational staff.	1	1	POSITIVE	Culture
Do you think the decision making sits at the right level with the right people? Often it is felt we are dis-empowered within LSO structures	1	1	NEUTRAL	Culture
Some support functions have no idea what life is like in service delivery and often don't even respond to valid questions/concerns, how do we change this?	1	1	NEGATIVE	Culture

How could we balance workloads across staff and functions? Many people working lots of extra hours	1	1	NEUTRAL	Culture
Respectfully-please. While LSO's do not have 'authority' or influence to autonomously fix problems, subordinates have no chance.	1	1	NEGATIVE	Culture
Camaraderie	0	0		Culture
Could we set ground rules for internal responses to questions raised? 7 days, 14 days 1 month? Any response on occasions would be useful.	0	0	NEUTRAL	Culture
How do we persuade Scottish Government to invest in SFRS to meet our ambition?	9	9	NEUTRAL	Finance
Restructure of our response base is inevitable. Given the capital backlog prediction how do we plan where investment is of most benefit	5	5	NEUTRAL	Finance
Always talk about budget constraints, however at other times there appears to be an abundance of money which we run around looking to spend end of year, why?	4	4	NEGATIVE	Finance
Is there a mechanism for approaching Govt for a one off 'cap in hand' capital boost to get SFRS to optimum response capability?	3	3	NEUTRAL	Finance
Rather than trying to spend a budget every year would it not make more sense to have assured budget, invite under-spend with no the fear of losing the budget?	3	3	NEGATIVE	Finance
Do you feel that it is time for integration rather than collaboration, in order to build a more cost effective and efficient Service?	10	10	NEUTRAL	Integration
Are you meeting with partners to discuss multi agency buildings. This improves outcomes for our communities at a local level and improved interagency working.	5	5	NEUTRAL	Integration
Is there evidence of partnership working from other agencies to assists the SFRS with their workloads the same as SFRS assist the SAS	4	4	NEUTRAL	Integration
Are we going to see improvement in areas such as IT to ensure our staff are provided with equipment and platforms worthy of a 21st century service?	10	10	NEUTRAL	Resources
When the organisation formed and centralisation was the agenda, vast resources also went to the centre. If aspiration is to decentralise will resources follow?	3	3	NEUTRAL	Resources
Will there be investment in our own staff to manage CRIM and future risk after the consultants have left next year?	2	2	NEUTRAL	Resources
How far can we go without the FBU's agreement?	6	6	NEUTRAL	Ts & Cs
Given the potential future of NJC and FRS's in rest of UK, is there potential soon for a	5	5	NEUTRAL	Ts & Cs

pay deal which will help drive transformation?				
Could CRIM mean that crewing with 4&4 will be the norm? How can we protect our personnel & our availability with SSOW that require 5 such as water rescue?	4	4	NEUTRAL	Ts & Cs
Is there a mechanism to circumnavigate the current Trade Union and negotiate directly with the workforce in relation to accepting and moving forward with change	3	3	NEUTRAL	Ts & Cs
Do we give the FBU too much time? Our communications need to be more robust as FBU fill the void!	2	2	NEGATIVE	Ts & Cs
How can we overcome the stalemate with the FBU on broaden the FF role when you are now clear that there will be no additional funding?	1	1	NEUTRAL	Ts & Cs
A number of operational staff are still unable to return to work as they are still awaiting a medical/fitness test.	1	1	NEGATIVE	Ts & Cs
This is having an impact on service delivery, particularly RDS. When will this be resolved?	1	1	NEUTRAL	Ts & Cs
Have we missed the boat to deliver a broader ff role which pays ff more given the pressure on finances that you mentioned earlier.	0	0	NEGATIVE	Ts & Cs
Why did the pay deal be an all or nothing package? Could we not have broken this down into parts and be making progress with OHCA, MTA and Safe and Wellbeing	0	0	NEGATIVE	Ts & Cs
Remote working has made me feel dehumanised, demoralised, de-motivated and devalued, how does that model fit with a people centric model in the long term?	11	11	NEGATIVE	Wellbeing
Some staff are getting extremely stretched with workloads due to Covid implications and trying to achieve our BAU targets. How do we address and support this?	8	8	NEUTRAL	Wellbeing
When will there be a review of current systems/ workload as some staff are at their max before embarking on new work streams ?	7	7	NEUTRAL	Wellbeing
How can I get involved in the organisations drive to support those with mental health difficulties?	5	5	NEUTRAL	Wellbeing
The Mental Health Strategy could not have arrived at a better time given the adverse impact on individuals with the pandemic. Are all managers mindful of this?	4	4	NEGATIVE	Wellbeing
Middle management do not appear to be aligned to some of the excellent people focussed strategies - how can this be addressed? Mental health is at stake	1	1	NEUTRAL	Wellbeing

APPENDIX B

Scottish Fire and Rescue Service – Focus Group Sessions

Report

Background and purpose

The Scottish Fire and Rescue Service (SFRS) are engaging with the workforce to inform the vision and strategic plan. The aim of the engagement exercise is to provide the workforce with opportunities to share their views on the future direction of the service. There are four strands to the engagement activity - a series of leadership engagement sessions, an online staff survey, a series of staff discussions at stations and a series of focus groups. This report outlines the approach taken by the focus groups, and a summary of the comments and responses gained.

Format and purpose

Facilitators from the Improvement Service led a total of 15 online focus groups. There were between eight and 12 individuals invited to each group, although actual numbers that participated in each session ranged between five and 16 people. The sessions lasted for 1.5 hours, beginning with a short introduction (approx. 15 minutes) by the Chief Fire Officer, or Deputy Chief. After the presentation, the officer left the session to allow full and honest discussion to take place. Sessions were informal, with participants encouraged to contribute fully, openly and honestly. It was agreed that while comments and views would be captured and collated for the report, they would be anonymised and any individual comments would be kept confidential. Everyone who participated in the focus groups were asked to respect this. A total of 135 individuals took part in the sessions.

The key questions used in the sessions were the same for all, they were:

1. In relation to our long-term vision, what does 'doing more' look and feel like for you?
2. What do we need to do to make this happen?
3. Do we work in the right way to achieve the change we need?
4. Are there different roles we could develop – for example, a civilian community safety role - to achieve the change we need?
5. What are the barriers to achieving change that we need to overcome?
6. What actions or steps do we need to take to help us to achieve successful change?
7. Do you have any concerns or fears about achieving change?

As the format was flexible, the amount of time spent on each question varied, depending on how much the group had to say.

Overview of findings

In general, people participated really well, and contributed to the discussion. There were many views and ideas shared across the sessions. As well as answering the questions, participants shared views and ideas about a range of issues which the facilitators tried to capture. This report summarises the responses to the questions (Part 1) and goes on to identify key themes that emerged from the discussions (Part 2), providing more detail and examples.

PART 1

Summary of responses

In relation to our long-term vision, what does ‘doing more’ look and feel like for you?

There were many participants that thought SFRS could do more, but not many specific suggestions of what that would look like. Examples were given around more partnership working generally and more support for the other emergency services, specifically for Scottish Ambulance Service (SAS). Suggestions for doing more always included the condition that adequate and appropriate training and support would be available. There was an underlying concern around availability of the training, equipment and support to undertake any additional duties.

Increase support for the ambulance service	<ul style="list-style-type: none"> • Help take the strain from them • Be more of a support to the ambulance service • Create a more integrated service - move closer to the American model
Stronger partnerships	<ul style="list-style-type: none"> • Having stronger partnerships and clear agreements for how we will work together with others • Purpose built properties for partners - police, ambulance, coast guard, Third Sector etc. • More Youth Engagement work • Better links in communities
Better use of resources	<ul style="list-style-type: none"> • Stop or reduce <ul style="list-style-type: none"> ○ UFAS and AFA – there should be a one pump response ○ Home Safety Visits, Hydrant checks • Do more high rise safety – focus on home visits there • Look at individual stations, there is not a one size fits all • Make more and better use of retained crews

Some quotes and examples that illustrate the above included:

- “We are the quietest of the emergency services, we could do more to help the others”
- “It’s not just more work, its more meaningful work. That could mean different roles”
- “As long as it’s helping people, we are up for change”
- “Doing more should mean using retained crews more, it is difficult to keep crews motivated when they are not being used enough, it is demoralising”.

There was however, a strong voice that felt the SFRS should not do any more, at least not until existing issues were resolved. Concerns were around a lack training for existing responsibilities and duties, and lack of clarity around existing roles and priorities. Some quotes and examples included:

- “We risk losing the skills we have and risk becoming Jack of all trades, master of none”
- “Are we taking on too much of other agency work? We may have fewer fires, but the operational activity has rocketed”
- “It’s near impossible to keep all core skills green giving current time restraints, how could we possibly do more? We need to cement training into roles before we do more”

- “We should be assisting partner agencies but not doing their job for them. They have shortages they need to address.”

The majority of views were that SFRS could do more, provided the training etc. and given the appropriate training and support.

What do we need to do to make this happen?

Views and recurring themes about clarity around priorities and also partnership agreements. Internally, there are areas that need addressed in order to make the SFRS more efficient. These included systems, terms and conditions and more and better training.

Clarity on priorities	<ul style="list-style-type: none"> • The service needs to get priorities right, we don't have time to cover everything • Need to prioritise some skill areas where stations need to be specialist trained eg water rescue • Identify risks
Review responsibilities	<ul style="list-style-type: none"> • Fire safety visits should not be carried out by busy crews • Fire Hydrant checks don't need to be done by crews
More partnership working	<ul style="list-style-type: none"> • With councils, Police Scotland, Scottish Ambulance Service • More joined up thinking here, work in a more integrated way • Work in a more preventative way, need more resource to do that
Provide training and support	<ul style="list-style-type: none"> • Ensure there is adequate training and support available • Make better use of IT and invest in new IT systems
Improve morale	<ul style="list-style-type: none"> • We are proud of the work we do, help us feel valued • More and better engagement, listen to us

Some quotes and examples that illustrate the above included:

- “We need to unify all aspects and departments, we are one organisation”
- “Look at the Fire Scotland Act, can we say no to things? We need to be braver about using the law, we behave like a toothless tiger”
- “A better understanding of what Scottish Government want from us, what's going to guarantee the future of our service?”

What are the barriers to achieving change that we need to overcome?

Lack of resources	<ul style="list-style-type: none"> • Some stations are under huge pressure, too much
Lack of involvement in change and policy development	<ul style="list-style-type: none"> • There needs to be input from end users • Standing Operating Procedures (SOP) often have problems and are not fit for purpose • If people can see how they fit into the change they will engage more

Insufficient time or support for changes	<ul style="list-style-type: none"> • Policies and procedures are often sent out and implemented at short notice and with no training or guidance to support • There has been a lot of change since we became one service, feels like we are moving too quickly and the basics are getting missed • Core work has slid backwards because we are overwhelmed, we need to sort the day-to-day things before we move on to more change • There is more demand on some watches and crews, some busy stations are under huge pressure, too much
Information Sharing Protocols	<ul style="list-style-type: none"> • We should be able to share info easily and quickly when it comes to vulnerable people • Data sharing agreement across service wide and also with external partners such as Police, NHS, Third sector
Inefficient ways of working	<ul style="list-style-type: none"> • Need to streamline and reduce duplication eg too many IT systems • Strip away things we don't need to do • Different service areas have different requirements, allow autonomy, let managers manage • There are a lot of skills in the service that go untapped, we need to know what skills people have
Relationship with partners	<ul style="list-style-type: none"> • Need clarity on responsibilities • Need to build trust and confidence

Some quotes and examples that illustrate the above included:

- “When OHCA was piloted there was not enough training or support, it was tough”
- “Jobs are often duplicated as people don't see the bigger picture”
- “We need a clear understanding of vision and objectives of the SFRS as well as what each service does”

What actions or steps do we need to take to help us to achieve successful change?

Work smarter	<ul style="list-style-type: none"> • We should do more work with other directorates • Need clearer objectives and better understanding of others work • Review the way central staffing work so they understand stations needs and get to know the skills needed, specialist areas etc. • Payroll, HR and systems work is duplicated, at times work in silos and find it difficult to see the bigger picture • Make buying equipment simpler
Information & data	<ul style="list-style-type: none"> • Need to make better use of data. Knowing what data we hold and who we share it with • Better process on how those on the bottom can feed up their ideas to the top level – utilise the skills we have

	<ul style="list-style-type: none"> • Impact assessment should be shared with others so we all have information • Identify risk profiles
Make better use of IT	<ul style="list-style-type: none"> • Ensuring IT is capable and can adapt to the new way of working • Automate more systems e.g. enquiries, complaints • Maximise the functionality of IT
Training	<ul style="list-style-type: none"> • Investing in staff - "Not financially but making sure they are skilled and have the right tools to do what is asked of them" • Need more resource in training, don't know how we will keep up with all the change that's coming • Need more evaluation, to know what is not working so we can pull the plug on it.

Some quotes and examples that illustrate the above included:

- "Need an honest analysis as to what financially we can achieve and sustain"
- "Technology needs to up to date with the changes, also all staff need to have skills and access to the technology"
- "Need more training e.g. IT skills for rural communities – technology can really help us, people need to know how to use it. Low skill levels in some rural areas"

Are there different roles we could develop – for example, a civilian community safety role - to achieve the change we need?

Review existing roles	<ul style="list-style-type: none"> • Additional roles not needed, just develop the ones we have • Bring back old roles that support operational crews eg Admin Support, Hydrant role – both worked well • Develop from within existing roles, use staff with operational experience • Roles should support and complement each other more • Need a better understanding of existing roles, more communication • Could have two tiers of firefighters, BA competent and floods, visits. This role may be useful in certain geographic areas to support the time issues they face.
Community Roles	<ul style="list-style-type: none"> • Community roles are a great investment in the long run • Community camper patrol (part of the summer action plan) could be expanded, it worked well • Empower the community to take the onus away from us eg community checker role, supplying and fitting fire alarms • Community Safety Coordinator could be further developed, could pass more info about where help is needed to other agencies • Youth engagement/anti-social behaviour role
Operational intelligence	<ul style="list-style-type: none"> • A dedicated Operational Intelligence team could really help. • We could gather some really good information, at the moment we are gathering it at the expense of training

Do you have any concerns or fears about achieving change?

Capacity	<ul style="list-style-type: none"> • Some roles and stations couldn't possibly do any more • There is more demand on some watches and crews, some busy stations are under huge pressure, too much • Workloads are increasing, it is not sustainable • We are not taking care of the staff that we have, need to ensure everyone is in a good place before we start making changes • Mental health issues – if we don't get enough training or support to deal with new things eg OCHA
Resources/funding	<ul style="list-style-type: none"> • It's going to get tighter and harder for the service financially
Trust	<ul style="list-style-type: none"> • Lack of trust in senior managers as training and commitment has been poor in the past
Insufficient training	<ul style="list-style-type: none"> • Training in roles is currently not adequate, if we were developing new roles or taking on new duties we must ensure they are giving appropriate training • To achieve change we need training to back it up, and more resource for the training
Lack of equipment	<ul style="list-style-type: none"> • Concerns around not having enough equipment or the right equipment

Some quotes and examples that illustrate the above included:

- "People are rushing things through to look good, there's not enough time"
- "We are in danger of becoming Jack of all trades, master of none"
- "We need to be careful we don't lose our specialist skills by trying to do too much"
- "We are asked to use our own vehicles to do home visits, could you imagine the other emergency services doing that?"

Do we work in the right way to achieve the change we need?

Culture	<ul style="list-style-type: none"> • Silo thinking is a problem, we all do it • We are not aware of how others operate • Service needs to be more transparent, and honest. If change doesn't work we should put hands up and admit rather than struggle on
Role of managers	<ul style="list-style-type: none"> • Let managers manage, give them more autonomy • More authority to local managers • Middle managers need to communicate more
Communication	<ul style="list-style-type: none"> • We are used to adapting and changing, we need information to understand what it is all about though

	<ul style="list-style-type: none"> • Policies and procedures should be developed with input from a range of people • There are too many documents produced and they are too lengthy so not accessible
Decision making	<ul style="list-style-type: none"> • Make decisions closer to the end user • Decisions take too long, quicker decisions are needed • Too many decisions made in isolation that don't fit with each area
Pace of change	<ul style="list-style-type: none"> • Change takes too long, it needs to happen faster • Prioritise and address current issues first, we try to do too many things, need to finish things
Working together	<ul style="list-style-type: none"> • Get input from more people when developing changes, systems, procedures. • There are competing objectives between directorates, we should all be working to the same goals • There is a view that non-uniform staff are not developed enough or to the same standard as uniform • Views that uniform staff don't have confidence that support staff understand their requirements - tools and equipment
Creativity and innovation	<ul style="list-style-type: none"> • Explore different funding streams eg funding for youth engagement work • Improve engagement and support people to feel empowered then they are more likely to bring change successfully into the organisation

Some quotes and examples that illustrate the above included:

- “We need to be more open to doing things wrong, get feedback and learn”
- “It's not just about producing reports its about how things will actually work”

PART 2

Themes that emerged

During the course of the sessions there were key themes that emerged from the discussions. These are summarised in the following sections.

IT/Use of technology

Making better use of technology was a theme that emerged from every group. Some comments around this included:

- Embrace technology to free up time, we are still very paper based.
- Tablets on appliances are not utilised - crews are not comfortable using them and need more support.
- Exploring the use of technology for some of the theory aspects of learning would take some of the strain off the training department.

- There is not enough IT equipment in stations to allow access and some stations still don't have Wi-Fi.
- Management Information Systems don't talk to each other, we have to complete spreadsheets with information that should be pulled off systems, it's time consuming and inefficient.
- Devices don't link eg printer in engine does not connect to tablet so it's pointless and creates more work for crews.
- If we had access to systems from home it would save a lot of time.
- People don't always have the right permissions and can't access which means we can't delegate tasks.

Training

Training was raised as a major issue in every focus group. The importance of access to high quality training, time and space to undertake training, in order to ensure crews are capable and confident in carrying out their duties. There were views that training was often not good enough, which was not a criticism of the training department, but recognition of insufficient resources to create, develop and review training packages. There were suggestions that different approaches should be taken such as using technology to deliver, use of experts (including partners) and more use of local trainers. "Training should give us the confidence to face whatever we have to and do our job well".

Fears and concerns included:

- There are not enough people to deliver the training
- There is not enough time to attend/participate
- We are being asked to undertake duties without adequate training or by "getting a package thrown at us, it's not enough", "How can we be expected to do more when we are barely touching the sides of the basics?"

Suggestions included:

- Bring in experts where possible e.g. paramedics (OHCA work, dealing with bereaved)
- Make more use of technology for some of the theory aspects of learning (online learning, videos etc.)
- Use station based instructors (for some topics)

Communication and engagement

There were issues around communication and engagement raised at every session. They included:

- Do more around staff engagement to get buy-in. Attitudes to change are not good, people don't understand why things need to change so we need more and better communications to improve understanding. Communications need to be regular so people understand how proposed changes will affect them. It has improved recently, there is still a lot to do though.

- It would be good if there was more information about changes, some context eg changes made following an incident, something that went wrong, what we learned etc.
- Policies and procedures should be developed with input from a range of people, the people from delivery who know how things work, and in the control room. Involving others in developing them will save time in the long run.
 - “Policies are written in a dark office”
 - “We don’t get answers to our feedback or questions, we just have to get on with it”
 - “Getting more staff involved at an earlier stage would get people on board, and speed up consultation process, end product would be available quicker”
 - “Grade 2’s will find flaws, include them at the start not the end”
 - “All contributions should be valuable not just seniors”
- Policies and procedures are too long and complicated. They should be written in plain English and much shorter so they are more accessible.
 - “We are here to get the pumps out, don’t need a 50 page document to read”
 - “Can we have better and shorter documents to understand quickly?”
 - “Highlight the changes so we can find them”
- Make better use of iHub, currently it’s difficult to navigate to see what’s current. Can we have the new information on the front page?
- We need better awareness and understanding of different roles in the organisation.
- Covid has brought us closer together as a group, using skype and teams etc. We need to do more of this.

Cultural issues

There were many issues raised around culture and ways of working, they included:

- The culture is hierarchical, traditional and quite old fashioned. Hierarchy seen as respect in some areas but it is very formal.
- Empower staff to make decisions and be trusted, there are currently too many levels of hierarchy which slows down change and progress.
- There is fear around when giving opinions on change. People are not comfortable questioning or providing controversial feedback in case they are reprimanded. There is a fear of persecution.
- Sometimes our ideas go nowhere – they shouldn’t need to be approved by senior managers before they are considered by other departments or those writing policy.
- We should listen to people at all levels, not just senior levels
- Massive difference in the way support and uniform staff are treated, we will never achieve change if we are not all respected and treated in the same manner.
- Need to break down barriers between North, East, South and West, ‘one service but doesn’t look or feel like that’.
- We need to breakdown the ‘them and us’ mentality. Ground staff and manager level, also uniform and non-uniform “we are all striving towards the same goal, but it doesn’t feel like it”
- It’s an environment where we don’t have trust, don’t feel like a team or one service. Reluctance to put head above the parapet as change never happens, opinions never taken on board.
- Management need to accept feedback and criticism

- It is difficult for people to speak out and say something different from what their station believes. If we had more contact with communications people it might help.

Working with partners

Partnership working came up in most sessions. Many people thought that SFRS could do more to assist partners, in particular SAS. There was a strong view that there needs to be clear partnership agreements.

- We are the quietest emergency service, we need to share skills and resources.
- There should be more integration with other partners, we need to get more out of the partnerships.
- Different organisations are responsible for different things, we need clear communication around who is responsible for what. A clear understanding of roles and responsibilities of each service is needed.
- Currently there is some friction between SFRS and SAS “they feel we are stealing some of their job” and also there was a view expressed several times that partners deliberately withhold information “we get asked to open doors and told ambulance is already dispatched, often it isn’t”. It was felt these situations and others, have a negative impact on the confidence services have in the other.
- We need to know when to say no, we are verging into other services work eg Coast Guard, Mountain Rescue.

Support for mental wellbeing

Support for mental health was an issue that came up in many of the groups. This is an area that needs more attention. Changes to the uniform job role has meant exposure to different situations – OHCA, cardiac arrests, abuse etc. There were several examples where officers had to support people at the scene and they did not feel equipped to do this properly. They described having to support people who were recently bereaved, who had poor mental-health etc. It was felt there should be more in place to support the trauma crews are seeing, and the service should be more proactive about providing support, not just expect individuals to self-refer.

Terms and conditions

Issues around terms and conditions were raised in the majority of the groups. There are still a lot of legacy policies and procedures that need to be reviewed so that everyone is working from the same policies – eg holidays are different depending on location. It was felt this should have been done by now and it needed to get this sorted as a priority “so we can move on with other things”.

Only a few groups mentioned the recent negotiations, the following views expressed:

- Negotiations failed because of lack of clarity, more of the detail should have been worked out and made available.
- There was not enough information about the infrastructure to support proposed changes.
- More information was needed about why changes are necessary and clearer information around the pros and cons of proposals.
- Problems with the union negotiations was around people not having enough information about the changes and were confused.
- Also issues of trust - past experience when things have been said then not happened.
- There was some engagement which was good, “really good” but it was too little too late.

Promoted posts

Several groups mentioned issues with promoted posts. They included:

- Encourage empowerment, allow local managers to make local decisions.
- More powers and authority should be given to managers – example station commander needs to sign off everything if they are off on 18 days this delays buying equipment, retained pay etc.
- Turnover is high, we need more stability in management positions. When managers move on, often the work they are doing has to start at the beginning again, wasting time and money. They should stay in senior positions long enough to make a difference instead of being moved on quickly.
- Short-term promotions are not always a good thing. People don’t want to make changes that will upset seniors that sit on recruitment panel. “If they put noses out of joint it will hinder career aspirations”.
- We need a refresh of promotion process, it should be more practical and competency based. Eg build a portfolio of evidence around competencies and behaviours. People should have to demonstrate learning on the job and how they contributed to change or improvement, as well as the skills for the role.
- People can be in management roles temporarily and demonstrate they are capable and then not make it through the application process, why?
- De-centralise directorate positions for fairer career progression, currently it feels like you would need to relocate to get one of these roles. With the increase in home working using teams etc. this should not be necessary.

Retained crews

Comments from retained staff are included in the above, there were also issues that were specific to Retained Crews, they included:

- Recruitment takes too long (often months) and is too complex. We lose people because of this. It is already difficult to recruit in small communities, the process is making it even harder. Could there be different standards e.g. colour blind – does that really matter for retained?

- Training for new retained takes too long – months or years before it is complete. Need to find a different way do is more accessible and quicker (doesn't require a two week block of time).
- More flexibility is required for retained contracts, 80 hour minimum is not always possible for some, we should be able to go below that when required, to ensure healthy work-life balance.
- Review the way retained are taxed – should be basic rate not higher rate.
- Will businesses be able to continue to release retained in these hard times? Give local employers thanks and recognition for supporting SFRS and releasing employees.
- Ensure there is retained representation in decision making and developing policies.
- Not all areas get the same drill or training time, currently some are two hours per week, others three. We all need more.
- 80% of workforce is retained – listen to them, involve them. We want to contribute to plans for changes.
- A different training structure is needed, the training time in packs is not achievable.
- Need more resources in stations, some stations have approvals for individuals to come in extra hours to get checks done, this allows drill nights to focus on training and gives more hours to those that want them.
- For specialist training we need the whole team together – include whole time even although this costs, helps build trust and moral and stronger teams.
- Encourage and make it easier for whole time to give retained a go, the only investment is a pager. Encourage three month trials, even if it doesn't go beyond that there is great learning on both sides.
- There have been too many delays to sorting out terms and conditions for retained staff, not sure why. It feels like we are not valued. This needs sorted before anything else, it is the foundation of everything.

Conclusions

In general, people contributed really well to the discussions. There were many views and ideas shared, and people appeared to do this in an open and honest way. Many of the comments were made in a passionate and heartfelt way, and it was clear how deeply people care about the SFRS and the work they do. The comments and feedback were coming from a place of wanting to make things better so they could do a better job and make a greater contribution.

We have tried to capture and summarise the spirit and also the detail of the discussions in this report. If there are any questions, or if any information required explanation, we would be happy to provide this.

Amanda Spark, Programme Manager (Organisational Development), Improvement Service

November 2020

APPENDIX C

SFRS Communications



Engagement with Stations re Future Vision

Question 1: In relation to our long-term vision, what does 'doing more' look and feel like for you?

More Work - Same Pay

- We recognise the service is changing to meet the needs of the communities we serve, but we cannot be the sticking plaster for other public services. Any change would need to be in consultation with the FBU.
- It appears that we will be getting railroaded into what we voted against under the auspices of COVID; doing more work for no extra money.

Doing more is great but we need more resources, training and maintaining skills to do so

- It feels like we may well have more responsibility with less resources, which may impact firefighter safety. Concern over dilution of skills as more (skills) are introduced. Training is already congested. We need to focus on our desired goals but make sure that these goals are realistic and achievable in the working hours that we have.
- Operational crews need to receive the relevant training and have the best and most suitable equipment for them to be able to resolve a wide range of different incidents, not just fires. It is important to recognise our limitations and focus on what we do well.

More specialist rescue resources

- Continuing to provide the Emergency Response we already deliver to our community, adapting to tackle any incident we are called to; Responding to changing needs due to demographics, climate change, changes in technology; Increased fire prevention activities and community engagement; Progressing into OHCA/OHCA+ means giving more to the community; Better inter-agency working: vulnerable and at-risk groups

Question 2: What do we need to do to make this happen?

Invest in training and equipment

- Training for role as it stands needs to be better; more locally led and less centralised mentality. Infrastructure and resources must be in place to maintain current skills.
- Concern about dilution of skills and being a 'jack of all trades'. Need quality professional training and equipment to undertake new duties.

Proper remuneration

- Pay has been eroded. There must be increased pay for additional duties and changing role; essential to address low morale.
- Dialogue between Union and management essential – sit round table to get pay deal.

Determining and communicating the future vision

- Need to work with partners to ask where they want help and not muscle our way in. Utilise expertise from across the service to drive change.
- A clear vision of what is wanted and required is not being passed down to operational level. Communicate more with stations.

Question 3: Do we work in the right way to achieve the change we need?

The majority said **No** for the following reasons: -

- FBU have too much say and SFRS seem to focus more on support staff than they do firefighters.
- Not diverse enough, more specialist vehicles and training required, not a pro-active enough approach.
- There is a feeling of insufficient engagement with middle and senior management regarding the significant changes which are being proposed. It feels for many that any feedback or suggestions are ignored with no reasons given to why they have been discounted.
- We should have flexibility to change our crewing model to be able to attend certain types of incident and consider the use of RDS personnel for other duties if resources permit.
- Every station/department is trying to do too much. Staff feel TED in the North is an example of this, where they feel they are chronically short staffed with instructors, trying to teach multiple subjects. They feel it will be very difficult to roll out new skills when they struggle to maintain their current skill sets.
- The feeling is that we currently try to be too many things to too many people leading to a dilution of skills. We also feel that there is a disconnect between middle/departmental management and operational staff at station level.
- Management implement first, then ask questions later!

Few said **Yes**: -

- We rejected the recent pay offer but this was due to some of the activities in the offer being unacceptable to firefighters. The SFRS needs to continue with staff engagement to prevent rumours spreading about what the changes may be.

The more common themes identified were:

Training and Resources

- Always left short changed with shortfalls in training and equipment and expected to muddle by; training for duties tends not to be sufficient or continuous enough to maintain proficiency; changes are never clear to crews or changes are discussed but don't materialise.
- Due to Covid-19 additional skills training has stopped or reduced and core skills are being dealt with at station level. There is an excellent facility at NTC which is not being utilised properly.

Invest in technology

- Carbon footprint can be helped by more office based work and station records going electronic, need to innovate and invest in technology to reduce duplication and streamline routine tasks.

Pay Deal

- Dangling the carrot of a 15% pay rise made people sit up and pay attention, almost half of these people voted to accept the deal that was ultimately declined. The pay offer was then whipped away faster than it came which seriously affected morale. The consensus is that SFRS were so close to a deal and then gave up negotiating.
- Surely there was some middle ground that was reached that could be used as a starting point for negotiations again? Understandably FF's will be suspicious of signing up for an open ended/blank piece of paper with regards to our roles after the number of things that were imposed on us after the pay dispute in the early 2000's.

More local empowerment needed

- Too centralised, one size fits all works for some things but not everything. It is sometimes felt that we are getting told what to do because of something happening elsewhere, this goes for small and big changes.
- Decentralise and give ability to react to local needs / risk based approach; in rural areas we could work together better to ensure all services can be delivered. I.e. join with MCA, social services and crews carry out joint roles.
- Take account of the different geographical locations and the diverse differences within areas of Scotland, a one glove fits all approach is not always best and adaptations for local amendments would prove beneficial by potentially reducing certain PDAs in some areas, methods of firefighting for certain locations compared to others.

Question 4: Are there different roles we could develop – for example, a civilian community safety role – to achieve the change we need?

A place for civilians?

- Mixed views but majority felt civilians could fulfil a useful role. There was strong support for a community safety remit comprising expansion of Fire Safety to take on more fire fighter safety issues and Community Action Teams to undertake CFS, HFSVs, hydrant inspections and community engagement work.
- Perceived benefits included: reducing low skilled/time intensive tasks (admin); freeing up operational staff/crews to train and respond to incidents; financial/carbon footprint savings (no need to send appliances to HSV); enabling Watch management to undertake other duties. **More community advocates/non-operational community roles would enable the reallocation of time/resource to operational duties and training and to improve competencies in existing and enhanced skillsets.**
- It was considered that many roles do not need to be uniformed and could be best filled by retired fire fighters/those with years of experience of the service.
- There was a recognition that civilian experts were best placed to undertake specialist roles. Specific functions cited included; driving instructors, qualified drivers (for appliances), locally based contractors to maintain/repair estate & equipment, help with change management.
- **There were strong feelings expressed also against a move to more civilian roles.**
The rationale for staying away from civilian roles included: fire fighters are front line rescuers not social workers; operational staff are currently well supported; fear that civilian roles could impact adversely on career progression for non-operational staff; present structure too bloated/will add another layer; too many roles not serving frontline; an imbalance - while civilian staff play an important role, there is a current deficit of operational staff; scope for RDS to use primary employment skills/knowledge. It was also mentioned that uniformed personnel have more public trust.

Views on operational role

- The need for clarity on changes and defining the existing role were cited with a call for the division of capabilities – e.g. station specific/dedicated specialist stations or teams rather than jack of all trades and master of none. However rural stations see benefit of multi-skilled roles.
- Training is key. It was accepted that more time would be needed for training and learning new skills but this was balanced with a view that it was a challenge at present to maintain skills to operate at highest level. Proposed changes mean less time to carry out other tasks already in place.
- Experts should be employed in relevant fields. Sufficient safety teams need to be employed if firefighters are going to take on medical emergency work. For OHCA or similar – should be a specialist role in team. If adopting broader role – proper, ongoing, medical training needed for frontline. First responders on appliances should be trained to paramedic technician level.
- A broader understanding via secondments/period of working across the organisation as part of career development/redeployment could be beneficial. It was deemed that a lot of management roles need to be non-operational.

Question 5: What are the barriers to achieving change that we need to overcome?

Pay and reward / budget constraints

- Biggest barrier is pay; 10 years of austerity and effectively no pay rise has destroyed morale; other public sectors seem to have secured overdue pay rises with no strings attached; the lack of pay linked to additional work, financial incentive being removed and negotiations stopping.
- Pay has stagnated to the point that a trainee firefighter now only gets paid £1.57 more per hour than they would get stacking shelves at Aldi; given the broad array of skills required to be a firefighter, and the risks they are exposed to, that is indefensible; financial constraints, better allocation of funding; no proper reward for RDS cover.
- In current financial crisis, and morally, we should not be paying people to sleep from the public purse; we need to stop being told that there is no money available as a pay award, whilst at the same time making it look like there is an interest in what we think from an operational aspect, which of course is the one area of the service that will be impacted the greatest from any proposed changes.

Lack of trust in senior management

- More honesty and clarity regarding information on changes/decisions being passed to employees; promised change in the past and this has not happened; lack of communication from management; the need to be open and transparent and to have a culture that develops trust through all roles.
- There is still a disconnect from senior management; engagements like this are taking small steps to shorten the gap; there are too many management levels, levels of bureaucracy; decisions are being made far away from those it effects/impacts; there is still a feeling that those making the decisions do not understand the area, geography or challenges – use LSOs more.
- Lack of trust on what is said as opposed to what will be delivered; there is now a strong lack of trust in senior management at an operational level; the ‘all or nothing’ approach of transformation made it seem that making a difference was not the goal, but rather, managing to make every change at once to a firefighter’s role map.
- The SFRS has been focused on changing/merging too much at one time meaning role outs have been rushed and not properly tested or evaluated prior to implementing.

Speed of decision making and negotiations

- Rep bodies have already blocked change that would have seen a broader role for SFRS and better outcomes for community; we feel there is a lack of confidence in the service sticking to any future agreement. We need the service to engage with the FBU.
- Negotiating with the FBU as the rep body is also a barrier as, as the Chief has identified in his presentation, there are more non FBU members affected by this than members.
- The broadening of the role is opposed by the Union(s) and proper consultation is necessary with an attractive reasonable remuneration package being offered, to ensure its longevity and making it sustainable to WT and RVDS.
- Modernisation of the Fire Service roles and functions can at times be hindered by the Unions. Once again good effective engagement at local station levels to discuss staff views may go a long way in improving certain barriers.

Training and equipment

- Not looking at the training linked to what we are looking to do; the lack of pay linked to additional work; recognising the skills that are already available; lack of local training facilities related to specialisms e.g. USAR
- Yes, if we are going to attend OHCA and other medical emergencies as part of broadening our role we will require to dedicate more time for training and honing these newly acquired skills. Subsequently, with the role being broadened to include the medical side, we will invariably become busier with incidents of this nature, therefore it will encroach into the time we currently utilise for core training and appliance and equipment maintenance, also some stations' specialist skills and roles i.e. PRPS/MDU etc.
- The barriers have been caused by the experience that firefighters have had when the service has tried to introduce new skills previously; some introduction of new skills has been delivered at a high level and the learning, PPE and equipment have been great.
- However, some new skills have not been as smooth. The recent introduction of the mass decontamination equipment and training to our station has been poor. This has left some firefighters feeling less confident that new roles such as the introduction of medical emergencies would not be rolled out smoothly.
- Perhaps the service would benefit from trialling attending medical emergency incidents using a handful of stations, just like the OCHA trials. This would allow the service to learn from their experiences and gain vital feedback from crews attending such incidents, OC staff and from SAS who we would be working close with at incidents and training. The service could then amend their policies, PPE, training and equipment and then have a fully tried and tested package ready to roll out seamlessly to all the stations involved.

Question 6: What actions or steps do we need to take to help us to achieve successful change?

Clear communication

- Working together, with good communication at all levels, was central. Faster, effective and clear communication was fundamental while listening to the views of staff and taking cognisance of feedback was deemed essential.

Meaningful discussion and engagement

- Better engagement with staff and greater transparency was called for; it was felt that staff don't get told the whole picture about changes. RVDS was cited regarding the need for proper engagement.
- There was a feeling that there should be consultation with firefighters/the individuals who are doing the job to establish the level of tolerance for additional duties. Some felt strongly that all operational staff – and only ops staff - should have a say on frontline operational matters while the majority highlighted the importance of ongoing, open discussion with all.

Proper training and resources

- Training, and the provision of quality equipment, was raised frequently as being vital for supporting change, to reinforce core business and reduce firefighter injuries.
- The training for new skills had to be of a high standard. Reassurance was sought that the necessary training, support and staffing levels would be provided through the transition and sustained in the long term i.e. it would be an investment in the service.
- Proper, effective training would be required before the implementation of any change – particularly, training for medical response, however at present, people cannot even keep up with the basics.
- Look to create a development pathway, not a promotion pathway, as they are two different things.

Improved pay deal

- Call for pay increase/proper remuneration to reflect changes and additional skills in new role – and to improve morale.
- Desire evident to get pay deal sorted out and find a way to negotiate an agreed settlement. Admitted as being highly unlikely that additional finance would be secured from S Gov given the current financial pressures on budgets. There was a perceived need for clear and open negotiations and the feeling that management and FBU should get back to the table. It should be a Scottish focused negotiation, including all staff members and not only FBU members to ensure that change is driven by all, not just FBU membership.

Introducing changes

- There was a clear message to get the basics right in current role, consolidate, then move on. A conscientious effort should be made to fix existing issues before shifting into further problems.
- There was a demand for defined roles, no ambiguity. The agenda for change/transformation, should have a detailed roadmap, with full transparency and appropriate trials.
- Any changes should be tested over a period. Take small steps and become proficient in each role before moving on.
- There is *not* a lot of confidence that SFRS could deliver a nationwide re-skilling of firefighters en-masse to various subjects at this stage in its development. A note of caution with comments such as “Adding more workload without acknowledging or helping to streamline work already undertaken is not reasonable, or fair or achievable.”

Flexibility of approach

- It was considered that a one size fits all approach is not appropriate across the geography and demographics of Scotland, with a need for flexibility across the service and the ability to customise/regionalise the model to fit local areas.

- Strong feelings were expressed about allowing local decisions to be made at that level. If the phrase “A National Service delivered locally” is going to be used, then make sure it is practiced.” People should be empowered, trusted and authorised to make robust informed decisions locally. Allow the LSO and their team to identify and address the risk in their area; programme work and staff to meet those priorities. Local priorities should address local needs, not targets set remotely by functions. Rationalise standard and advanced training to reflect the community.

Question 7: Do you have any concerns or fears about achieving change?

Issues around training and equipment

- There is a struggle to maintain skills at present and perhaps the focus should be on becoming more resilient and competent within the core function rather than looking at additional skills with no clear way set out as how and when to achieve/maintain competency in these areas. There is a real fear of a drop-in standards: feel that already diluting the standards by taking on further skills. Core training for fire incidents could be watered down due to new work, thereby increasing risk to firefighters.
- There is huge concern about not having adequate training or equipment to the required standard. Some fear taking on new roles and being dangerously ill prepared for it. There is concern about having to learn on the job, being stretched too far and unable to achieve competency in additional duties not to mention who will deliver the training?

Too much change causing skill fade and over burdening

- Fear of basic FF skills being eroded due to focus and time spent on new role; this in turn would have an impact on FF safety at incidents. People are also concerned that the focus on fire-fighting is becoming less due to the reduction in fires however fire deaths are up. Concern by R/VDS particularly on how they can carry out extra duties while maintaining skills in all areas with only 3 hours training a week.
- Fears that the very foundation of role is in jeopardy and that current standards will slip and will see a slow move away from being a fire service. Fear of taking on too much as a service and knowledge/skills would be spread over many roles. Core skills are already being weakened and adding more roles will see a skills decay. There is a fear of these core functions being forgotten, and diversifying to a point where firefighters won't be very good at anything, because there is so much we must cover.
- Due to heavy workloads staff struggle to maintain current and specialist skill sets to a level that would have been unacceptable 10 years ago. Anticipate more workload for staff by broadening role whilst reducing stations, appliance numbers and frontline personnel.

Poor planning/lack of preparedness

- Concern that new policies and procedures will be rushed through with unachievable timescales; need to ensure that the foundations are in place. Fears it will be done on the cheap/small budget and that it will sour relationships with other agencies. Needs to be properly costed and researched (feasibility study?) A key fear is that too many roles are taken on which stops FFs doing core duties well, altering the current public view of the service.
- Any new direction needs to be organisationally supported. Concerns are that the SFRS will not be ready or able to implement the changes that are needed or wanted on the back of a poor transition to one service and failure in the smooth implementation of less complex role evolution.
- In addition to poor track record in implementing change, there is a view that the organisation is too large/structure too complicated to achieve properly and that it is too expensive to do it right. The experience/ability of those trying to implement changes were also questioned.

Decision being imposed

- Main concern is that change will be imposed, forced through and implemented without proper consultation and concerns being addressed.
- There is still a fear following the pay dispute that management have a hidden agenda and change will be slipped in via the back door without proper engagement. Belief also that change will be pushed through without appropriate training and financial compensation. Concern that roles will be imposed with no financial remuneration.
- If change is forced through and there isn't the right training, knowledge and skill base then there is a greater potential for something to go wrong. We are papering over the cracks - fix what's wrong first before they have more forced on them. Dependent upon the motivation for change, the main priority should be public safety and improving the service for communities.

Negative impact on service and firefighters

- Crews run the risk of being a "jack of all trades and master of none". Crews pride themselves on working to high standards and grow frustrated at not achieving these (due to lack of resources, equipment, time and training).
- Expanding the fire fighter role without addressing this will result in a workforce who lack confidence, or worse have misplaced confidence and will further ebb away at morale.
- Other concerns voiced including 'insufficient reward'; 'doing more, paid less'; shift pattern changes and impact on life/work balance and a fear about potential station closures and redundancies if funding is cut.

Other perceived barriers

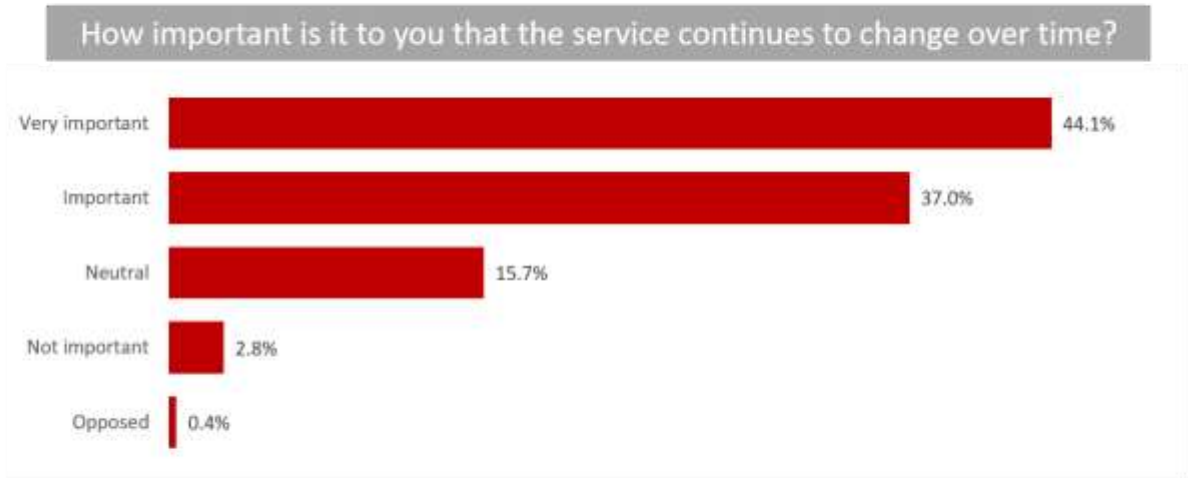
- It was felt that many individuals are looking out for themselves and their next career move rather than driving the changes required.
- An unmotivated workforce, who feel under-valued, will ensure that any change attempted will be difficult to implement.
- Resistance to change and a negative mindset were cited as possible issues; there needs to be an appetite by all to make the necessary changes.

APPENDIX D

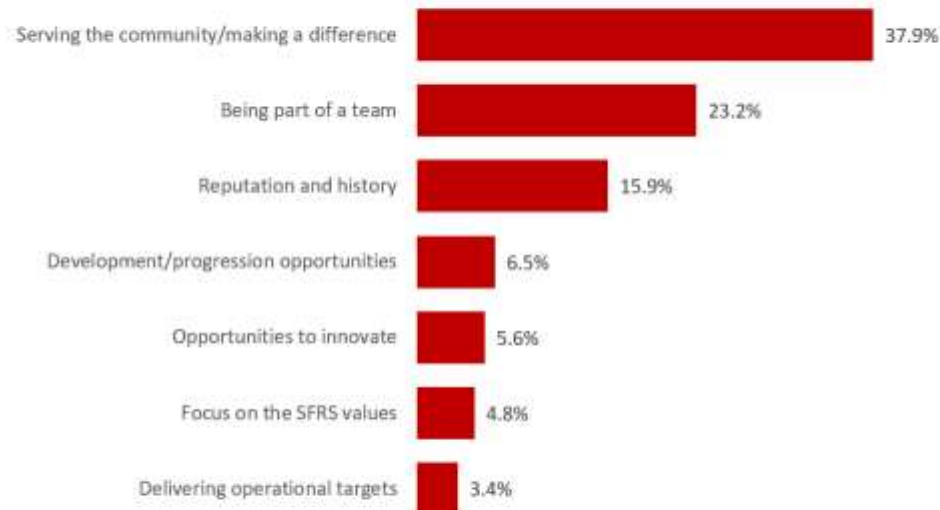
SFRS Staff Survey



The SFRS staff survey was carried out between the 5th October to the 2nd November 2020. There were 254 responses. These are the results.



What are you most proud of about the SFRS?



Almost **40%** thought **serving the community and making a difference** was the thing they were most proud about the SFRS. From the other responses **protecting and responding** was highest answer.

Policies and Procedures

These are the main themes of the responses. A focus on **reducing** and **simplifying** policies and procedures were the 2 largest responses.



Response

These are the main themes of the responses. A focus on **maintaining crewing levels** and **reviewing UFAS attendance** were most important to staff.



