



ANNUAL PERFORMANCE REVIEW

2021-2022

Working together
for a safer Scotland



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



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Welcome to the Scottish Fire and Rescue Service's Annual Review Report for 2021/22

This report has been written to inform the Annual Performance Review meeting that will be held in September 2022. This meeting allows Scottish Government to undertake a formal review of our performance against the priorities that were set out within the Fire and Rescue Framework for Scotland 2016.

To ease performance reporting against the Framework, the report is structured around the ten priorities outlined within it and captures information on some of the key activities that have been carried out to meet these priority requirements between 1 April 2021 and 31 March 2022. This report provides a snapshot of the Service on 1 April 2022.

Priority 1, focuses on **Performance Measures** and this section describes the action we have taken to review our existing Strategic Plan 2019-22 and develop the next Strategic Plan that will run from October 2022 to October 2025.

Priority 2, **Safety, Wellbeing and Prevention**, covers our targeted safety campaign 'Staycation' which took place during the reporting period, and how we have worked to support Water Safety Scotland's (WSS) Drowning Prevention Strategy. You can read more about the development of our Safe and Well visits and how we hope these will help us do more for the people of Scotland by expanding our house visits to incorporate wider health and social care considerations.

Priority 3, **Response and Resilience**, details the development of our new SFRS Operations Strategy which aims to provide a plan for an operational response that benefits the Service and communities by being both forward looking and progressive. This section details our involvement in COP26 and the work we carried out alongside our partners to fulfil our statutory obligations to respond to, and recover, from such national events. Our progress towards the implementation of our new Command and Control Mobilising System is covered in this section.

Priority 4 is also entitled **Response and Resilience** but places a greater focus on protecting businesses, organisations and infrastructure throughout Scotland. You can read about our fire safety enforcement duties

and how we're training more of our people to perform this crucial role. You can read more about our Fire Investigation Team and their report into the fire at the Glasgow School of Art.

Although Priority 5 is about **Partnership**, there are examples of successful partnership working running throughout this entire document. In this dedicated section, however, you can read how we take a more strategic approach to working with our blue-light emergency partners through the work of the Reform Collaboration Group. As well as working with our external partners to provide a more strategic approach to partnership and collaborative working, we have established an internal Partnership and Collaboration Working Group (PCWG) to provide greater coordination of this crucial work across the Service. You can read about our first SFRS Working in Partnership document in this section.

Priority 6, **Transformation**, was developed to ensure that we continue to redesign the Service in new and innovative ways. In this section you'll find information about our Change Portfolio Projects and how we are strengthening our approach to delivering change and measuring the benefits that such change projects can bring.

Within Priority 7, **Modernising Response**, our work to deliver a Service Delivery Model Programme (SDMP) is explained. The SDMP's aim is to undertake short, medium and long-term scenario planning, to inform an analysis of risk across Scotland's communities. These reviews will identify where the SFRS, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminating, reducing or mitigating known or predicted community risk. Formerly part of the SDMP, you can read how the recently refreshed On Call Duty System Project aims to set the direction of travel for the development and advancement of the On Call Duty System. Previously named the Retained and Volunteer Duty System (RVDS) there has been a service-wide change in terminology to On Call.

Priority 8 is **Unwanted Fire Alarm Signals** (UFAS) and examines the work that has been undertaken to reduce this type of event, including a review and the resulting options, which were subject to public consultation during the period, and have the potential to achieve UFAS reductions of up to 57%.

Our approach to **Effective Governance and Performance** is covered by Priority 9. Here, we detail our work to develop a SFRS Corporate Governance Framework. Our work towards continuing to develop our Performance Management Systems is explained here, including the publication of our Business Intelligence Strategy. This section references our financial and risk management practices, including the production of our Annual Procurement Report and our Annual Report and Accounts.

Priority 10 focuses on our **People** and our aim to be an employer of choice, including our work to mainstream equality, diversity, inclusion and human rights across the Service and the financial challenges we face ensuring that our people have the dignified facilities they deserve when at work. We explain how we are working to ensure our workforce is more representative of the communities we serve and recognise that more work is required to have a truly diverse workforce. The health and wellbeing of our staff features prominently in this section, with a focus on both physical and mental health.

We trust that you find this report both insightful and reassuring regarding our actions to meet the priorities of the Fire and Rescue Framework for Scotland 2016. We hope it offers further evidence that we remain committed to improving the wellbeing and safety of the people and communities of Scotland.

PRIORITY 1 – PERFORMANCE MEASURES

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

Strategic Plan 2022-25

Through Section 41B of the Fire (Scotland) Act 2005 (as amended) we are legally required to have a Strategic Plan which sets out our functions during a period of three years. A review of the Strategic Plan before the end of the three-year period is also a legislative requirement. We are required to review the existing Plan and publish the next Strategic Plan 2022-2025 by October 2022.

Planning work to prepare for this review began in September 2021 when a detailed timeline was created outlining the review of our existing Plan and the development of the next Strategic Plan 2022-25.

The review of the current Strategic Plan 2019-22 began in October 2021. It focused on: our contribution to the [Fire and Rescue Framework for Scotland 2016](#) between 2019 and 2022; delivery against our Strategic Outcomes and Objectives, which form the existing Strategic Plan; and data results. Stakeholder analysis formed a critical part of the review work and, as well as hosting focus groups with SFRS Board members and senior managers, staff and external key stakeholders were invited to share their views on the existing Strategic Plan. The [Strategic Plan Review Report](#) was published in February 2022, and helped shape the development of the draft Strategic Plan 2022-25.

As well as considering the recommendations of the review report, due regard was given to: the revised Fire and Rescue Framework for Scotland 2022; alignment with the SFRS Long-Term Vision (LTV); and the views of our staff and stakeholders.

A revised Fire Framework for Scotland 2022 has been agreed following public consultation and is expected to come into effect in June 2022. The Fire and Rescue Framework 2022 sets the overarching strategic direction for fire and rescue provision in Scotland; including a set of priorities against which the SFRS must report on to Scottish Government. The Strategic Plan 2022-25 will be the vehicle through which we deliver against these priorities in our pursuit of delivering a world class fire and rescue service. As such, the review of the new priorities and their integration into the new Strategic Plan formed an integral part of the development of the draft plan.

The [SFRS Long-Term Vision](#) is a route map to the future that sets out the high-level aspirations of the SFRS. This LTV was widely consulted upon and, alongside the Framework priorities, will help set the direction of the draft Strategic Plan 2022-25.

The views of staff and SFRS Board members were crucial to the development of the draft Strategic Plan 2022-25. For the plan to be meaningful and to drive ambitious but realistic actions, the intention was to ensure a sense of ownership of the final plan. Consequently, numerous opportunities for staff, managers and Board members to contribute to the draft plan were provided.

To ensure that our proposed draft Strategic Plan 2022-25 meets our stakeholders' expectations, whilst balancing national ambition with local need, a nine-week public consultation exercise will be undertaken between May and July 2022. Numerous internal and external communication channels will be used to

promote the consultation and to encourage our staff, partners, stakeholders and members of the public to share their views on the draft document.

The feedback collated from this exercise will be fully considered and help shape the final Strategic Plan 2022-25 which will be laid before Parliament and published in October 2022.

The Strategic Plan provides the direction of travel and structure that all underpinning SFRS business plans

should follow. Once the Strategic Plan 2022-25 is approved, work to realign and refocus underpinning business plans will be required. This includes: our [Annual Operating Plan 2022/23](#); [Three-Year Strategic Programme of Work](#); and [Performance Management Framework 2021/22](#), all of which are revised yearly.

Local Fire Plans will be subject to the same review and a development programme is currently underway to review existing plans.

Measuring our Performance

Our performance against our Strategic Outcomes and Objectives is monitored regularly throughout the year via our [Performance Management Framework](#) (PMF).

Our PMF provides a comprehensive suite of performance indicators that monitor how well we are doing. During the reporting period, our [Performance Management Framework Annual Review for 2020/21](#) was published. The timeline to produce our suite of statistics is based upon the need to collate, properly analyse and quality assure our data. Work on the next iteration for 2021/22 is currently underway and will be published in November 2022 in line with the timetable for our operational Official Statistics.

We publish two statistical bulletins annually: The Fire Safety and Organisational Statistics are published in August and the Incident Statistics are published in October of each year. You can view these for 2021/22 on [our website](#).



PRIORITY 2 – SAFETY, WELL-BEING AND PREVENTION

“The SFRS should fully contribute to improving the safety and well-being of Scotland’s communities and must continue to build on the successful focus on prevention. It should ensure that there is a clear process for working with partners to identify the risks faced by communities and individuals so that the SFRS can target activity on a risk-based approach and where it can most effectively improve safety and contribute to addressing inequalities within and between communities.”

Our role will always be to provide efficient and effective operational response to emergency incidents when they occur. However, as part of our commitment to the communities we serve, we strive to stop these incidents occurring in the first place and, as such, fire prevention sits at the very heart of what we do. We work closely with our partners to identify risk and target our prevention activities to ensure that we can help make Scotland as safe as we can. You can read more about our prevention work in this section.

Targeted Safety Messaging

During the summer months in 2021 we ran our “Staycation” campaign on television, radio and social media. The campaign provided safety advice to people holidaying in Scotland.

Working with industry experts we could maximise the reach of our social media advertising, including targeting guests using hotel Wi-Fi in Scotland and those making holiday bookings. During the campaign, the tv campaign reached an estimated 45% of adults in Scotland, with viewers seeing the advert an average of six times. The radio campaign reached an estimated 38% of adults in Scotland, with listeners hearing the advert an average of six times. The Facebook campaign reached 623,788 adults.

The campaign was evaluated via a public survey of 2,280 adults and the results suggest that it elicited strong support from the public:

- 94% agreed we are right to run a campaign like this
- 84% thought the advert was effective
- 73% agreed the campaign would influence their behaviour

Running the evaluation exercise allowed us to demonstrate success in influencing people’s behaviour. The pre-campaign survey showed 54% of respondents would familiarise themselves with the fire action plan for their room when staying in holiday accommodation. Post campaign this rose to 63%.

During the reporting period, work to deliver our Seasonal Thematic Action Plans (TAPs) continued, with more resources being made to those who deliver the key objectives of these important safety messaging action plans.

A new ‘Information Toolkit’ ran alongside our TAPS providing key activities and resources to our Community Action Teams, Operational and Fire Safety Enforcement staff, for each objective of the TAP. Additionally, the toolkit provided the opportunity for feedback via a survey which will help us to review and further refine the support we provide to staff in our Local Senior Officer areas.

Water Safety

Following a rise in water fatalities during 2021/22, we worked to continue to support Water Safety Scotland's (WSS) Drowning Prevention Strategy and the accompanying Ministerial Action Plan.

During the reporting period, a dedicated SFRS Water Safety Group was established and we took on the role of Deputy Chair of Water Safety Scotland, providing strategic overview allowing decisions to be made and resources to be allocated in support of the Strategy and Action Plan. The group progressed several initiatives over the reporting year, including:

- The creation of a **P**artnership **A**pproach to **W**ater **S**afety document (PAWS). This overarching document, to be updated yearly, looks at prevention and post-incident considerations and provides the tools for each Local Senior Officer area to establish their own local water safety partnerships to agree how to best target joint resources to reduce water fatalities. The document will provide statistics from WSS to identify trends each year and will allow the appropriate Local Senior Officer areas to target these and help improve local water safety. The PAWs groups will react to any significant water event as soon as possible and make recommendations to the Community Planning Partnerships (CPP). Any actions identified in the short or longer-term will be actioned by the group. PAWs documentation will be provided to WSS, assisting in the identification of national trends.
- Worked in partnership with the WSS Data Subgroup to produce a process that can be used following serious water incidents. Plans are in place to carry out a pilot of this process to review and refine it. The reporting format for this is captured in the PAWs document, along with the forms used for collation of information and actions.
- The creation of the 'After a Water Safety Significant Event for Operational Personnel Document' which provided information to areas and local water safety champions on the actions to be taken after

a significant event, including engagement and prevention measures.

- The development of an online resource to share best practice. This allows for the learning from initiatives to be shared and used if appropriate, making best use of intelligence from partners. This site captures policy and procedure, evaluations, analysis, training, future events calendar, and media resources.
- Engagement with all 32 Local authority areas to establish a local network of PAWs groups. This allowed for greater Community Planning Partnership engagement and for papers to be fed up through the Community Planning Partnership framework to be actioned and funds requested if appropriate.
- The development of three water safety training events delivered throughout 2021/2022.
- Signed up to the Water Incident Database (WAID) and providing our operational data to support this.
- Chairing the Education Subgroup.
- Taking part in recent focus groups to develop the WSS National Presentation/toolkit. This will be an educational resource for anyone in Scotland to use. It is currently in development and undergoing review through several focus groups and pilot phases to ensure it is fit for purpose.

Our commitment to water safety will be further strengthened by our involvement in the four-year review of Scotland's Drowning Prevention Strategy (SDPS), providing us with the opportunity to share local and national work examples and further shape the Strategy.

Protecting Children and Adults at Risk from Harm

As a trusted emergency service, we often visit some of the most vulnerable members of society. We are committed to ensuring that our staff have the knowledge and skills they require to confidently engage with all the members of our community and ensure they know the action they should take should they have any concerns about youth or adult welfare. During the reporting period, two new courses

covering Safeguarding Children, Young People and Adults were developed and delivered. Furthermore, an 'Adult Support and Protection' e-learning module was undertaken by our Community Action Team (CAT) members. Although this module is mandatory for all CAT staff, it was made available to all Service staff.

The National Fire Chiefs Council delivered a safeguarding train-the-trainer course. The course equipped our staff with the relevant skills and underpinning knowledge to manage safeguarding.

As well as training, the procedure and processes surrounding the protection of children and the Safeguarding Procedure for the Protection of Adults were reviewed to provide additional guidance around the procedures relating to allegations being made to SFRS staff or volunteers. These processes supported us setting out the duties and procedures to be followed to protect and safeguard children and adults should any representative of the SFRS be concerned that a child or adult is at risk of harm, or may require additional support to improve their wellbeing.

To further support staff and volunteers, guidance notes have been produced to assist; children in conflict with the law; and children and the care system. Training has been delivered by Police Scotland to all CAT and On Call support commanders on serious and organised crime including human trafficking and child exploitation.

We are currently reviewing the Safeguarding policies, procedures and training materials to ensure safeguarding topics are available to all staff and volunteers including recognising and reporting domestic abuse and human trafficking.

These procedures ensure that our staff have the knowledge and tools they require to identify adults deemed as being at Risk of Harm or an Adult in need and help to provide the opportunity for the individual to receive any additional advice, support or assistance they require from the Scottish Fire and Rescue Service and/or relevant partner agency.

Where the individual is a child, our procedures helps us to protect and safeguard them if any representative of the SFRS has reason to be concerned that a child is at risk of harm or may require additional support to improve their wellbeing.

Safe and Well

Our Home Fire Safety Visit Programme has been ongoing for many years. The Safe and Well Project looks to build on the current model and incorporate wider health and social care considerations, allowing us to do more for the people of Scotland.

During the reporting period, a 6-month pilot of Safe and Well (S&W) visits began in February 2022. Seven members of our Community Action Teams, located in our three Service Delivery Areas, completed the training packages and conducted live Safe and Well Home Safety Visits of high risk individuals. The visits were recorded on an online management system that allowed our partners to provide referrals to us to receive a home safety visit. It enabled our staff to signpost high-risk individuals to our partner organisations for further support and advice to reduce harms identified from a Safe and Well visit.

Engagement commenced in our pilot areas to encourage our partner agencies to sign up to use our Safe and Well management tool. This provided partners with a secure referral route for requesting a safe and well visit to their service users most at risk of fire. Partners will be key contributors to the success of our initiative and reciprocal referrals will enable us to target our home safety activity using a risk-based approach going forward.

Youth Engagement

We believe in engaging with young people throughout their development. Young people have an important role to play in helping us protect our communities from fire and other emergencies.

Our Youth Volunteer Scheme (YVS) was launched in February 2020 and creates opportunities to improve life chances and empower young people. Prior to the COVID-19 pandemic, we made a commitment that 15 schemes would be implemented across the country by 2021. The impact of the pandemic has made the roll-out of the programme challenging, however, a suite of online resources was developed to support existing units to engage with young people virtually, and some of our new units have commenced using innovative approaches.

In April 2021, YVS Alloa recruited young people digitally. From September 2021, when face-to-face delivery could recommence, the group engaged in a range of community activities and events with local partner organisations. In Wick and Methil, the YVS utilised community spaces to meet and implement their induction module to Youth Volunteers.

From February 2022, all three YVS schemes have been delivered on SFRS station premises allowing us to provide the full range of activities within the YVS syllabus. A further four launched in full in April 2022, and the remaining schemes will launch in Summer 2022.

To enable delivery of the full 15 schemes and to support young people across Scotland to become Youth Volunteers, a further 52 Volunteer Youth Instructors were recruited in August 2021, giving us a total of 101 Volunteer Youth Instructors who are in place across the country ready to engage with young people; 52 of whom are SFRS employees, and 49 members of the public.

Engagement with young people also takes place through our SFRS Firesetters Intervention and Re-Education Scheme (FIReS). Through a programme of targeted interventions, FIReS offers a flexible approach to assist in the education of those who demonstrate

an unsafe or concerning interest in fire or fire related anti-social behaviour. A comprehensive review of FIReS was undertaken during the year, resulting in the scheme being amended to the Fire Safety Support and Education (FSSE) scheme which encompasses a more trauma-informed approach.

To support the update, 'train-the-trainer' courses were delivered and online resources were created to support the delivery of the service nationally. Physical packs were sought by the National Fire Chiefs Council containing resources to build relationships with children and young people and raise awareness of fire safety education. In 2022, we purchased an additional 50 packs and 30 story books to support the launch of the new policy and procedure. In addition, a Youth Engagement leaflet is currently in design stages. The leaflet will contain information of FSSE and how communities can refer individuals and seek support.

Once all Local Senior Officer areas have trained advisors, we will communicate the revised scheme with partner agencies to ensure this offer of support is known to key professionals in the health, social care and education sectors.

Resourcing Delivery

Delivery of our prevention initiatives, home fire safety visits, and Youth Volunteer Scheme is only possible due to our dedicated workforce. During the reporting period, a program of resource redistribution and investment was undertaken to ensure we can support our Prevention and Protection Function and Service Delivery Areas in delivering SFRS priorities, including recovery from the COVID-19 pandemic. This investment has allowed the creation of positions both at managerial and operational levels.

We created additional capacity by realigning managerial uniformed positions and creating new support positions. This led to a structure affording enhanced leadership over our projects; prevention and protection work programmes; and ongoing COVID-19 recovery, reset and renew work.

We recruited 30 additional members of support staff to undertake Community Safety Advocate and Fire Safety Auditing Officer roles. Our Community Safety Advocates work alongside our Community Firefighters to deliver prevention and protection activities, including carrying Home Fire Safety Visits; engaging with individuals and community groups to provide fire safety information and advice; and the delivery of local initiatives and activities to improve the safety of our communities. Training has been delivered to all new Community Safety Advocates through the Community

Safety Engagement Development record and a ten-week block of online sessions delivered by the prevention function.

Our Fire Safety Auditors have been employed to increase the pace of recovery in respect to our Fire Safety Audit process. They are responsible for the examination of premises, and any fire safety documents, to ensure that the premises are managed well with regards to safety and in line with the legislative responsibilities of the Dutyholder.

SPOTLIGHT

MUSEUM OF SCOTTISH FIRE HERITAGE

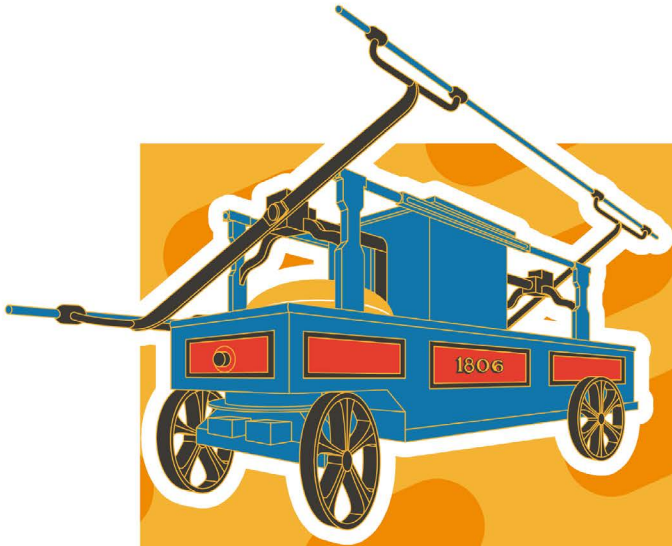
As a proud fire and rescue service, we want to celebrate the rich fire service heritage that exists within Scotland and are working to open the Museum of Scottish Fire Heritage (MoSFH) at McDonald Road Community Fire Station in Edinburgh. The museum is due to open in Summer 2022 and will share compelling Scotland-wide stories of the work of firefighting and firefighters, past and present.

Work has progressed to create a brand identity for the museum. A suite of graphics, including a logo was developed. Having a well-defined and accessible set of imagery will enable the development of advertising and public relations materials to generate visitor interest in the site as well as museum branded merchandise which can be sold within the museum retail space.

A website for MoSFH is in development. The website will be the main port of call to find out more about the exhibitions; access a full range of education resources; find out about upcoming events; and buy items from the museum shop. Plans are in place to develop an online, searchable public archive where SFRS paper records and images can be viewed online.

Schools and local community engagement will be integral to the life of MoSFH and we are currently developing educational resources with partner organisation TWINKL to develop a suite of activities relating to the SFRS Heritage collection and themes explored within the museum. These will be linked to the curriculum for excellence at key stages and can be experienced via in person workshops on site or digitally.

Social media accounts across three platforms are now active for the MoSFH – Twitter, Facebook and Instagram.



MUSEUM of
SCOTTISH FIRE
HERITAGE

PRIORITY 3 – RESPONSE AND RESILIENCE

“The SFRS should work with other public-sector partners to evolve a holistic and dynamic process of identification, evaluation and assessment of community risk and Best Value in order to prioritise and target its use of resources to ensure an appropriate response to incidents across Scotland and support improved outcomes for communities. As part of this approach, the SFRS should promote optimal command, control, communication and tri-service co-operation in response to incidents.”



Operational Strategy

Working alongside our partners to develop an appropriate response to incidents is a crucial element of our role and you will see many examples of this type of working throughout this document. It is also one of the central themes to the development of our new Operational Strategy.

The SFRS Operational Strategy is a blueprint to inform and assist strategic managers to shape future operational response. Informed by risk, data and research-led, it is aligned with our strategic Values and Objectives.

The Strategy was developed from April 2021 using six Concepts of Operations to provide an overview of current operational response and inform future response activities. The six Concepts of Operations are: Appliances and Equipment; Firefighting; Height; National Fire Resilience (Scotland); Operational Communications; and Wildfire.

As part of Strategy development, several consultation and engagement exercises were undertaken to involve subject matter experts and colleagues from across the Service, including all duty systems, roles and all parts of Scotland.

The Strategy, which was published in April 2022, will be implemented through a series of Strategy Implementation Plans. Utilising the Service’s risk profiling capability, this Strategy focuses on developing and expanding a model of local solutions to meet local risks.

Document Conversion Project

In line with our new Operational Strategy, our Document Conversion Project continued to review, replace, and produce an updated suite of operational documents that will provide risk critical information and operational procedures to our staff on the frontline. The updated documents will provide a standardised approach to operational procedural information from antecedent services. The objectives of the project are to maintain consistency at operational incidents, whilst safeguarding firefighter and community safety.

These new documents will provide scalable and usable forms, concise information to Incident Commanders and Firefighters at point of need and improve accessibility to Hazard and Control Measure information.

Phase One of the Document Conversion is scheduled to launch in March 2023.

Work to develop how these documents will be shared forms part of the project and our GETAC Tablets will be integral to providing documents on scene. An updated consultation process was developed and will reduce the time taken by respondents to provide feedback, maximise the number of invitees for consultation across the organisation, automatically collates information received and crucially, provides feedback to all responders. A good consultation process remains a priority for the team.

Operational Assurance (OA)

Operational Assurance (OA) is a vital component in the analysis of pre-incident preparedness, during-incident performance, and post-incident debrief information, with a primary aim to continue the enhancement of the safety of our firefighters. It is vital that we review our activity at incidents and allow our colleagues across the Service and other UK fire and rescue services to benefit from any lessons learned.



Over the reporting period, valuable learning continued to be identified and shared through a variety of channels including: four Frontline Updates - an internal publication that allowed us to share internal and external learning events across the SFRS; five significant incident debriefs; the review of external learning events that were issued through National Operational Learning (NOL), Joint Organisational Learning (JOL), National Fire Chiefs Council and other Fire & Rescue Services; and an audit of our analytical risk assessment processes, with the outcomes resulting in the formation of an action plan.

These areas of identified learning assisted us in improving performance, the adoption of best practice and the enhancement of firefighter safety on the incident ground.

The Operational Assurance Recording & Reporting System (OARRS) is now established and is attracting attention from other UK Fire & Rescue Services. The ongoing development of the system continued to ensure the capture, processing and reporting of operational learning was fed back into the SFRS as quickly as possible to minimise risk.

The Grenfell Tower Tragedy

Ensuring we continue to learn and develop our operational response is critical to ensure an appropriate response to incidents across Scotland and support improved outcomes for communities.

Over the reporting period we continued to support the Ministerial Working Group set up following the Grenfell Tower tragedy. Details of the progress across the SFRS are detailed below.

- Review and republication of Breathing Apparatus, and Incident Command Policy and Operational Guidance documents.
- Major Incidents and Control Operating Procedure for Incident Response General Information Notes reviewed and amended.
- Revised training arrangements to train our Loggists to accurately record decisions on the tri-service log.
- Incident Command Course content reviewed and amended to ensure decision making, major incident declaration and logging of decision training included.
- SFRS High Rise Standard Operating Procedure (SOP) revised and amended.
- In-vehicle solutions project initiated to provide detailed information to our operational crews via the appliance on board tablet.
- Gap analysis of our procedures against National Operational Guidance (NOG) for Incident Command and Operations Control undertaken.
- Specific training for Operational staff to improve knowledge and skills to undertake Multi-Storey Flat Operational Assurance Visits carried out.
- Virtual and Live Play exercises in our Operations Control rooms and at real buildings to test Incident Command decision making, consider human behaviour, bolster and test Fire Survival Guidance, test Operational Control to fireground communications/improve situational awareness and test agility to change tactics from a stay put policy to full or partial evacuation.

The Emergency Services Mobile Communications Programme (ESMCP)

We continued our involvement in the ESMCP and are one of the three Scottish Services reporting to the Scottish Government as Sponsor. The ESMCP was established by the Home Office to manage the replacement of the current Airwave Tetra Communications network currently used by the UK's emergency services with the Emergency Services Network (ESN).

We have an active cross-directorate Working Group at Tactical level and a Project Board at Strategic level led by our Senior Responsible Officer (SRO), the Assistant Chief Officer of Service Development.

Further delays to the timescale for implementation of ESN have been advised by the Programme and although not formally confirmed yet it is likely to commence in early 2026 through to late 2027. In the interim period we continued to pursue early implementation of a partial, data-only solution to support connectivity of devices on appliances, provisionally from the summer of 2023.

During the period significant work has gone into identifying our costs for implementation and this was confirmed with Scottish Government, although there remains a lack of commitment to funding the programme from Scottish Government.

The project team continued to develop detailed plans for implementation covering all Local Senior Officer areas.



Command and Control Futures (CCF) Project

Command and Control Futures (CCF) Project Work continued to progress the implementation of our new Command and Control Mobilising System that will enable integration of all three of our Operations Control Centres. The system will deploy new and leading technologies that will significantly enhance both community and firefighter safety.

Whilst the external factors such as the EU exit arrangements, the global pandemic and supplier resourcing and delivery issues have all had an adverse impact on the delivery timeline, the project team continued to drive the programme forward, taking a proactive approach to minimise delays as much as possible and furthermore utilising all financial, legal and contractual levers available to ensure supplier accountability. Working with French contractor, Systel, we adapted plans and increased resources to have the new system in place in all three Operations Control Centres by early/mid 2023.



SPOTLIGHT

CONFERENCE OF THE PARTIES

The COP26 summit brought parties together to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change.

The event was held at the Scottish Event Campus in Glasgow in November 2021, with estimated numbers of over 30,000 delegates. We have a statutory requirement, as detailed within the Civil Contingencies Act (2004), to plan for, respond to, and recover from such national events.

In advance of the conference, to help ensure the safety of delegates, fire safety audits were undertaken at 163 delegate accommodations. During the conference, we delivered community safety engagement messaging using technology via a bespoke Digital Strategy. Our messaging targeted visitors and activists, as well as those who live in Scotland who were involved in the event in some way. There was a strong focus on fire safety, as well as camping, water and boat safety messaging.

To ensure our staff were adequately prepared for the event, training to support the specialised operational requirements of COP26 was provided, including: Water

Rescue; Height Capability; Mass Decontamination; Incident Command; Urban Search and Rescue; and Marauding Terrorist Attack response.

Substantial planning and preparation was carried out to support this event. During the process we benefitted from review and evaluation by London Fire Brigade (LFB) as a 'critical friend' and Her Majesty's Fire Service Inspectorate for Scotland (HMFSI). In August 2021, the critical friend report from LFB highlighted a 'very strong documented project plan and clear reporting lines'. This feedback reflected the robust project management arrangements that were instigated at the outset of planning. LFB reviewed and commented positively across several key areas, including: the Operational Planning Strategy; the Command, Control and Coordination (C3) Framework; and Communications and Engagement.

HMFSI concluded a review of SFRS planning and readiness in September 2021. The final report, published in October 2021, acknowledged our comprehensive preparations for the event.

The Lessons Learned report in relation to our involvement with this event will be published in Summer 2022.



PRIORITY 4 – RESPONSE AND RESILIENCE

“The SFRS should support effective multi-agency emergency planning and response arrangements including contributing fully to the work of Regional and Local Resilience Partnerships in assessing risk; and preparing, planning for, responding to and recovering from major catastrophic incidents and threats. When working with other responders, the SFRS should play a key role in building community resilience and protecting both Scottish and UK critical infrastructure assets.”

Protecting business and infrastructure

Our fire safety enforcement duties form a key role to protecting businesses, organisations and infrastructure throughout Scotland.

We introduced an additional 15 Auditing Officers to bolster the Recover, Reset and Renew workstreams in the wake of the COVID-19 pandemic. These additional resources have supported us in addressing the audit backlog and ensuring all premises highlighted in the Fire Safety Framework are audited.

To support our new and existing staff, we started preparations to ensure our Protection Officers achieve operational competence against the National Fire Chiefs Council Competency Framework. For our newest Protection Officers to achieve competence they must have the appropriate blend of skills, knowledge, and experience which align with the Competency Framework. A procurement exercise to identify a trainer to deliver the qualification required was undertaken resulting in a five-year training programme, which will provide seven courses, and result in our Officers receiving an SCQF level 8 qualification.

To ensure our existing Protection Officers align with the National Fire Chiefs Council (NFCC) Competency

Framework, a Recognised Prior Learning pilot was undertaken with four officers to measure current skill/knowledge levels and identify where additional training requirements to upskill our current Protection cadre. We are now able to start a tendering process to identify a training provider who can bridge that gap and deliver the required qualification.

To ensure SFRS Protection Officers maintain their skill levels, a dedicated Continual Personal Development (CPD) library was created to ensure that all Officers had access to dedicated protection-related activities to enhance and maintain their knowledge. Officers are required to undertake at least 25 hours CPD activity per year which is monitored through our existing appraisal process.

We were, and continue to be, actively involved in the review of the National Fire Chief Council Competency Framework and will seek to introduce a SFRS specific Competency Framework which aligns with the national version, whilst ensuring that needs of Scotland are met. This will ensure that dutyholders throughout Scotland have access to highly qualified and skilled Protection Officers that provide informed, proportionate and consistent fire safety advice that allows them to meet their fire safety obligations.

Prosecution

Our Fire Safety Enforcement team continued to undertake its role as a regulator and Enforcing Authority under the Fire Scotland Act. Charges were raised and passed to the Crown Office Procurator Fiscal Service (COPFS) regarding non-compliance in three premises in Scotland over the last 12 months. The COPFS engaged with us to consider the charges and if formal prosecution should proceed.

In addition to the prosecution workstreams, we cooperated with the COPFS regarding two ongoing Fatal Accident Inquiries focused on Cameron House and JJJ Groundworks, Dalrymple.

To support this, a SFRS Fatal Accident Inquiry team was created.

FIRE INVESTIGATION (FI)

Our Fire Investigation teams continue to meet operational demand across Scotland and a restructure planned for June 2022 will see a shift of resources, aligning them to known demand needs.

The restructure will provide capacity to expand and develop the FI role to ensure all learning from incidents attended by the teams are fed into the wider Service to support continuous improvement. In support of this restructure, a cadre of Flexi-Duty Officers have been upskilled in fire investigation to support at incidents.

As well as focussing on our human team members, we are working with Police Scotland to introduce an accreditation program for our Fire Investigation dog. This will support the credence of any evidence from a fire investigation relating to the FI dog in a court of law and in line with the current accepted standards for Police Scotland dogs.

The upcoming restructure will be supported by the addition of three new Fire Investigation vehicles. Designed to offer consistency across the fleet, the vehicles will allow full interoperability between the three FI units.

SPOTLIGHT

GLASGOW SCHOOL OF ART

In January 2022, we published the findings of our investigation into the 2018 fire at the Glasgow School of Art's Mackintosh Building.

This work represented the most complex and resource-intensive investigation ever undertaken and led by the national service.

The investigation began when the fire took hold in June 2018 and continued through to September 2021. It involved the excavation and physical examination of hundreds of tonnes of fire-damaged debris and careful analysis of witness testimonies, CCTV and photographic footage.

Due to the extensive damage sustained at the site and physical evidence being destroyed in the fire, the cause has been recorded as 'undetermined'. You can read more about the findings in the report, including detailed internal and external observations; development of the fire; and the several possible hypotheses that were considered.

The final report provides a list of recommendations which will be taken forward through a multi-agency approach. This work will acknowledge human and organisational behaviour elements, that have been recently highlighted as an area where we could improve processes and investigative practices.



PRIORITY 5 – PARTNERSHIP

“Community planning and partnership working with other services and communities should be embedded throughout the SFRS. Building on its existing Engagement Strategy, the SFRS should proactively seek collaborative opportunities and innovative ways of working in partnership with other blue light services/key stakeholders to improve outcomes for communities and should ensure effective stakeholder engagement in its approach to all its work including partnership working.”

Working with our Emergency Service Partners

Teamwork is one of our core values and we acknowledge the wide-ranging benefits partnership working can bring. Throughout this report there are many examples of how partnership and collaborative working allows us to deliver more for the people of Scotland.

Our membership in the Reform Collaboration Group provides a more over-arching approach to working with our blue-light emergency partners. This group is formed of Chairs and Chief Officers of all three emergency services and works to oversee a strategic approach to building collaboration.

The RCG is supported by the RC Officers Group comprising of senior officers from all three services and is chaired by the Service holding the overall chair of the RCG itself. The RCG was previously chaired by Police Scotland, although this responsibility will transfer to us in April 2022. Both groups oversee the development and delivery of projects involving all three or a combination of two of the services.

There are currently nine areas of collaboration that have been identified including: Joint Asset Sharing; Emergency Service Network; and Staff Wellbeing. You can read more about some of these collaborative projects below.

Joint Asset Sharing

The Emergency Services Co-Location Programme promotes and supports the sharing of space, facilities and services amongst Police, Fire, and Ambulance. There are currently more than 50 co-located stations across Scotland.

Work progressed via three regional teams in the East, West, and North convening quarterly. The three groups closely tracked projects including procurement, design, feasibility, site visits and capture opportunities for a long list. It is proving a useful tool to capture ongoing work for potential co-locations.

As part of this collaborative initiative, the first tri-emergency service in Scotland was recently launched in Tomintoul Community Fire Station, Aberdeenshire, where the SFRS, Police Scotland and the Scottish Ambulance Service operate from a single base. This co-location has enabled a police officer to be on duty within this community, avoiding a 26-mile journey to the nearest police station.

Emergency Service Network

The Emergency Service Network (ESN) Programme Board was established to manage the changeover to a new emergency communications network. The timescale for implementation of the ESN has experienced delays during the reporting period and although not formally confirmed yet it is likely to commence in early 2026 through to late 2027. In the interim period we are pursuing early implementation of a partial, data-only solution to support connectivity of devices on appliances, provisionally from the summer of 2023.

Staff Wellbeing

The Tri-Service Wellbeing group met monthly and has overseen and supported the preparation of mental health strategies across the three services. In support of those strategies the Lifelines Project will explore how we can work together to improve the provision of mental health resources for staff.

Lifelines offers resources for Scotland's emergency service family including: tools to cope with stress and boost resilience; advice of how to support our colleagues; and advice if staff feel they need to talk more.

They offer training on Staying Well, Supporting Colleagues and Post Trauma Support. We have implemented training modules and are engaging with Lifelines on how we mainstream these through existing training programmes.

SFRS Partnership and Collaboration Working Group

As well as working with our partners to provide a more strategic approach to partnership and collaborative working, we established an internal Partnership and Collaboration Working Group (PCWG) to provide greater coordination of this crucial work across our organisation during the reporting period.

The newly established PCWG aims to develop and improve collaboration and partnership practices and processes with internal and external stakeholders and rectify any challenges identified. This will include overseeing the creation of reporting practices on

SFRS partnership and collaborative working, allowing effective sharing of best practice and innovation, as well as the opportunity to identify areas for improvement.

During the reporting year, the group published 'SFRS Working in Partnership'. This document features some of the wide-ranging partnership and collaborative activities that have taken place between January 2020 and December 2021 and highlights opportunities to share innovation and best practice throughout the SFRS. The report, which will be published annually, demonstrates our commitment to partnership working and proactively seeking opportunities to secure a joined-up approach to Scotland's challenges, both at local and national levels.

PRIORITY 6 – SERVICE TRANSFORMATION

“The SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through Service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.”

Our Portfolio Office: Setting up to Deliver Change

We have and will continue to run large change projects across the SFRS to ensure that we continue to evolve to offer more to the communities of Scotland. Our Portfolio Office ensures that guidance and governance is available to project managers and executive leads when undertaking major Service Projects, ensuring a consistent approach to project management.

During the reporting period, work was undertaken in the definition, design and implementation of change capabilities and services that will further improve our ability to be consistent and repeatable in the way we deliver change. Our strategy remains under continuous development as we adapt to meet the changing needs of the SFRS with the aim to deliver the supporting structures, processes, procedures and tools that enable us to:

- Select and invest in more of the right programmes and projects at the right time.
- Develop greater effectiveness and efficiency in our execution and delivery of change through standardised and repeatable processes, ensuring change is delivered in the right way.
- Enhance transparency, accountability and governance assurance across the change portfolio.

- Realise greater benefits via continuous approaches to leverage the capacity and capability created across the SFRS.

Our existing Change Portfolio, which supports the delivery of our change ambitions and the SFRS Strategic Plan 2019-22 and beyond, are:

- Safe and Well Project
- Community Risk Index Model
- Demand Based Watch Duty System
- Station/Appliance Review
- On Call Responding Options & Duty Systems Relationships
- On Call Attraction & Recruitment Improvements
- On Call Variable Contract Options & On Call Station Establishments
- Command and Control Phase 2
- Emergency Services Network
- McDonald Road Redevelopment and Museum of Fire
- People, Payroll and Finance
- West Asset Resource Centre

Portfolio Centre of Excellence

In support of the portfolio office strategic intent of 'Setting up to Deliver Change' the Portfolio Office took the steps to establish its own internal Centre of Excellence and appointed a Change Centre of Excellence Manager to lead in establishing a clear and visible framework that will serve as an organisational map by integrating core organisational capabilities and functions required to deliver consistent and repeatable strategic change.

The primary focus of the Centre of Excellence is the introduction of:

- Strategic Change Capability and Service Design
- Governance Re-Design
- Management Practice Design
- Change Assurance Design
- Benefits Management Design
- Dependency Management
- Management Information and Reporting

Benefits Management and Best Value Framework

We must accurately reflect value from major change initiatives and ensure a shared perspective of value across our organisation. Decisions on what to invest in and how to allocate scarce resource is critically important to delivering best value and exploiting service wide opportunities.

To aid us in this, we have developed a Benefits Management Framework that will:

- Equip us with the process, governance and tools to evaluate, direct, and monitor investments to support the achievement of organisational value and benefits.
- Align spend to value through an enhanced governance structure to achieve optimal use of scarce organisational resource (Money & People).
- Ensure transparency of value contribution from major change programmes towards achieving best value.

The Portfolio Centre of Excellence is currently working through a 'Test of Change' of this Framework across a selection of key initiatives in preparation for scaling implementation across the broader change portfolio.

Business Change Lifecycle Framework

During the reporting period work began on the development of a Business Change Lifecycle Framework. The Framework will provide assurance and integration of fundamental management practice across the change portfolio and major projects.

It will facilitate collaborative working in pursuit of our strategic objectives throughout the delivery of change, and it will enable us to focus on balancing competing demands and that we invest and deliver in the right initiatives at the right time.

The draft outline of the Business Change Lifecycle was created following several internal workshops and is now undergoing a 'Test of Change' exercise prior to further scaling and implementation across the broader change portfolio.

Continuous Improvement Maturity Assessment

The SFRS Long-Term Vision outlines an aspiration to be one of the best fire and rescue services in the world and be recognised as a learning organisation. A Continuous Improvement (CI) culture is key to the achievement of such aims and enhances the value of innovation by developing and embedding a Continuous Improvement mindset at all levels of the organisation.

To contribute to the production of the SFRS Service Improvement Strategy 2022-25 and our intent to mainstream Continuous Improvement across the SFRS, we conducted a Service-wide maturity survey of CI in partnership with Dr Karen Fryer from Glasgow Caledonian University (GCU). A total of 135 survey responses, including 73 interviews provided a baseline of data specific to the perceived current level of maturity of CI across the SFRS.

The findings and recommendations from this maturity assessment will now form the basis for informing the development of the Service Improvement Strategy 2022-25.

The intent of the strategy will be to design a framework of structures, systems and processes that enable us to:

- Increase our effectiveness and efficiency to fulfil our objectives, focusing on best value.
- To have a relentless focus on the reduction of waste within processes, systems, ways of working.
- To improve overall employee engagement and commitment to Continuous Improvement.
- To embed CI as a culture and 'the way we do things here at the SFRS'.



PRIORITY 7 – MODERNISING RESPONSE

“The SFRS should develop and implement dynamic, innovative and sustainable operating systems throughout Scotland which are fit for purpose and meet local needs (covering both the Retained Duty System and whole-time firefighter work patterns).”

Service Delivery Model Programme

To continue to improve and develop our operating systems, it's essential that we understand the risks we face when providing our services to the communities of Scotland. The Service Delivery Model Programme (SDMP) was formed in April 2019 with the overall aim to undertake short, medium and long-term scenario planning, to inform an analysis of risk across Scotland's communities. These reviews will identify where the we, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminating, reducing or mitigating known or predicted community risk.

The Programme consists of three distinct but interrelated projects:

- **Community Risk Index Model (CRIM)** – the development of a capability to provide an accurate and dynamic assessment of known and predicted risk across the country, within the fire and rescue service operating context. This will allow the production of evidence based outcomes that will support or decisions regarding current and potential future response models whilst informing the direction and application of our prevention and protection activities.
- **Station and Appliance Review** – will use the outcomes of the CRIM to review current stations and appliances. Current station locations will be overlaid with the outcomes of the risk review to determine if these assets are in the best locations to meet known or anticipated community risks. This work will provide a robust methodology for

determining the alignment of station and pumping appliance distribution based on current and predicted community risk and associated demand.

- **Demand Based Duty Systems** – profiling operational demand and identifying where there may be opportunities to apply alternative solutions to current crewing models. In the simplest of terms that means having more firefighters available during busy periods and fewer during quieter periods, whilst ensuring there is sufficient resilience to safely respond to unexpected large scale, protracted or spate incidents. This work will provide robust methodology for determining appropriate duty systems based on current and predicted community risk and demand.

The SDMP consists of three distinct phases with indicative timelines applied to each of the projects:

- Phase 1 Research: April 2019 – December 2019
- Phase 2 Option Development: January 2020 – July 2023
- Phase 3 Implementation: October 2023 – May 2026 (currently subject to review)

Phase 1 of the Programme concluded on schedule and Phase 2 of the Programme is well advanced. One of the major milestones from Phase 2 is the development of the CRIM. This will add relevant risks from the built and natural environments to the base model of the CRIM that focused on human geography. Once updated, this will provide a fully functioning, accurate and validated community risk identification model. The updated CRIM will also incorporate the outcomes of the Unwanted Fire Alarm Signal (UFAS) Review Project.

Developing and Supporting the Retained and Volunteer Duty System (RVDS): On Call Project

The National Retained & Volunteer Leadership Forum (NRVLF) was established in September 2020 to deliver against the 19 On Call-specific considerations identified during Phase 1 of the Service Delivery Model Programme. The On Call Project then moved from SDMP to sit under the NRVLF, with the management and co-ordination provided by the On Call Duty System Support Team which was established in March 2021.

A full review of the 19 considerations, interdependencies and Project Dossier was carried out to create an appropriate scope for a project that creates the infrastructure and foundation to commence the continuous improvement of the On Call Duty System.

The refreshed Project Dossier aims to set the direction of travel for the development and advancement of the On Call Duty System. It is envisaged that the implementation of this pathway approach will have a positive impact across the Service and bring about future improvements for all areas of service delivery in conjunction with other interdependent priority programmes of work, such as the Service Delivery Model Programme and People, Training, Finance, and Assets Systems (PTFAS) Project.

The overarching On Call Duty System pathway approach will consist of a set of strategic themes. These themes will focus on six key areas that will work towards realising the improvements and benefits to our On Call and frontline service delivery.

The overall On Call pathway approach will result in a clearer understanding our key priority areas of focus for our On Call Duty System.

As well as reviewing the SDMP outcomes, our On Call Duty System Support Team have delivered over 50 introduction and engagement sessions to explain their role and the work of the On Call Project across the Service. Several other achievements have been made by the team since April 2021, including:

- Development of a National On Call Duty System SharePoint site with over 79,000 visits.

- Creation of Terms of Reference and an Operating Plan for the team to ensure robust governance.
- Creation of NRVLF Local Solutions Task & Finish Group to create processes that allow for smoother and more timely recruitment by identifying innovative ways of meeting entry standards in predominantly remote areas.
- Ensuring On Call stakeholder feedback and consultations support to provide an RVDS opinion on matters progressing through the SFRS.
- On Call subject matter expert support for internal stakeholders.
- Agreement reached for On Call Duty System Pre-Employment Engagement Programme to be rolled out Service-wide via the National RVDS Practitioners Forum.
- The standardisation of three hours per week training for all On Call colleagues.

Modernising our Equipment

We are committed to ensuring that our staff have access to the equipment that they need to carry out their role across the country. Since April 2021, we have introduced a range of equipment, vehicles, and systems in support of that commitment:

- **Rescue Appliances** – Nineteen new 18 tonne rescue pumps have been delivered and seven chassis are in build at a cost of £2,124,822. In 2013 on day one of the new fire service the average age of the inherited heavy fleet was 13.5 years, through sustained Capital investment the average is sitting today at just over nine years.
- **Ultra-Low Emissions Vehicles (ULEV)** – Our aim is to transition 50% of our 732-light fleet of cars and vans, 2.5 tonnes or less, to ULEVs by 2025, increasing to all the light fleet by 2030. This change could remove 60% of our light fleet vehicles' CO2 emissions. In 2021/22, 68 Low emission Cars EV/Hybrid were purchased at a cost of £1,666,861. This is a further step towards a ULEV fleet that is sustainable and technologically advanced, significantly contributing to climate change policy in Scotland.

- **Electric Fleet and Electric Vehicle (EV) Charging Infrastructure** – We continue to grow a comprehensive national electric vehicle (EV) fleet and associated charging network. We received over £1.5 million grant fund secured from Transport Scotland for the procurement of charging infrastructure. An order for 90 EV charging points, covering all remaining Wholetime and Rural Wholetime Officer stations, was placed and delivery is scheduled by March 2023.
- **Water rescue boats** – Following extensive consultation, practical trials, and a full procurement exercise, 20 water rescue boat packages were delivered between April 2021 and August 2021. These packages include boats, outboard motors, trailers, and represent the modernisation and standardisation of our fleet of operational units and an investment of £300,000. We purchased four additional packages at a cost of £64,000.
- **Personal issue torches** – Following an extensive procurement exercise which concluded in April 2021, we commenced the introduction of personal issue torches to every firefighter in the SFRS. So far, 6,000 of the 7,500 torches ordered have been issued, representing an investment of £250,000.
- **Battery Powered Rescue Equipment** – A decision was made in 2019 to move to battery powered rescue equipment to de-risk firefighters from high pressure injection injuries and, in doing so, increase firefighter safety. A £2million procurement exercise was undertaken in 2019 for Lukas Powered Rescue Equipment (PRE). 175 new Lukas sets were purchased between 2019 and 2021 and continue to be distributed across the Service. A subsequent procurement exercise was undertaken and awarded in May 2021 to Weber Rescue, and further 147 sets were purchased for £1.5 million and further 300 sets were purchased for £2.8 million. The rollout programme is now in phase 3, with a further 38 front line stations issued with Weber PRE. This programme will continue over the next 18 months.
- **Vehicle Inventory Check System** – Work is underway to simplify the way crews ensure they are fully equipped with emergency equipment. A

pilot is currently in process at Aberdeen Central Fire Station, allowing firefighters to carry out essential vehicle inventory checks through a new mobile application. The app, which does not require internet connection, will make inventory checks quicker and easier, and help identify any recurring issues with equipment. Should the current pilot be successful, a further launch will be extended to a single station within our East and West Service Delivery Areas. We aim to have the mobile application deployed to our GETAC Tablets and, potentially, other mobile type devices, at stations across Scotland. The move would see paper-based checks removed, and the mobile application used to carry out checks on all our Service vehicles. It is anticipated that first stage of the roll-out process across Water Rescue stations will start end of May 2022, with the expectation to quickly upscale across other vehicle types across the Service.

Despite this positive work, we do have a significant asset investment backlog. 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.

Quality Accreditation

Following an extensive audit by International Standards Organisation (ISO) accredited Auditors, our Glasgow Cowcaddens Fleet Workshop retained ISO Quality accreditation to the 9001, Quality Management System, and 14001, Environmental Management standards.

ISO 9001 details the requirements for organisations to implement and operate a Quality Management System. ISO 14001 is an internationally developed and recognised standard that helps businesses put in place systems to monitor and lower pollution, control waste management and effect climate change mitigation and adaptation.

PRIORITY 8 – UNWANTED FIRE ALARM SIGNALS

“SFRS should develop a new approach to reducing unwanted fire alarm signals (UFAS) demand and road risk. This approach should involve the SFRS Board setting stretching targets to support the Service’s Strategic Plan in relation to this priority.”

Unwanted Fire Alarm Signals

An Unwanted Fire Alarm Signal (UFAS) incident can be defined as an event which has required an operational attendance by the fire and rescue service because of the unwanted actuation of a fire alarm system. However, unlike other attendances, a UFAS incident will not require any fire-fighting action.

Accounting for almost one third of fire and rescue activity across Scotland, UFAS incidents place a drain on front line services, increase risk to road users and cause interruption to the business sector and communities.

Reducing UFAS is a complex and challenging key priority for the SFRS. Meaningful reductions in UFAS calls require a strong partnership approach at national and local level, which is underpinned by an appropriate response when a UFAS is passed to us.

We are committed to working with premises duty holders to reduce this type of incident and to reduce the risk to communities and to our firefighters through

minimising unnecessary blue light journeys wherever possible. This will allow us to maintain the availability of essential resources wherever and whenever they are needed most, and increase the time available for operational colleagues to undertake training and community safety activities.

A comprehensive options appraisal process was undertaken to identify three options that best-balanced benefits against risks, whilst also achieving the desired reduction in attendance. This process included Stakeholder Workshops where feedback was used to inform the three proposed options for our potential future response to AFAs. These were then subject to a public consultation exercise between July and October 2021.

After receiving over 560 responses, an extensive analysis exercise was undertaken and a full report, including recommendations, was published in December 2021. The SFRS Board agreed to progress with Option A, including some additional exemptions and an extension to the implementation date.

A

- Call challenge all AFAs from non-domestic premises, unless exempt
- No response is mobilised, if questioning confirms there is no fire, or signs of fire
- Sleeping risk premises are exempt from call challenging and will receive the following immediate response:
 - Residential Care Homes receive a PDA of two fire appliances regardless of time of day
 - All other sleeping risks receive a PDA of one fire appliance between 0700-1800hrs and two fire appliances out-with these hours

By adopting the above recommendation, it's estimated that the SFRS will reduce UFAS by 57%.

A Planning for Implementation Working Group has developed a work plan to support the implementation of Option A and are progressing actions to meet relevant milestones in preparation for an implementation date of 1 April 2023.

UFAS: FACTS AND FIGURES

- We attend on average 28,000 UFAS incidents each year.
- 31% of our total calls are UFAS incidents.
- Each UFAS incident can attract the attendance of several fire appliances.
- The average time spent at each UFAS incident is 22 minutes.
- UFAS demand leads to us undertaking an average of 54,000 blue light journeys per year.
- The average cost to us for responding to each UFAS incident is £1,970.
- The average cost to businesses for every false alarm within their premises is £848.
- Every false alarm causes an average of 27 minutes business interruption.



PRIORITY 9 – EFFECTIVE GOVERNANCE AND PERFORMANCE

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

Maintaining Effective Board Governance

The SFRS Board ensures the effective governance and financial management of the SFRS within the context of public service delivery and reform for the benefit of improving the safety and wellbeing of the people of Scotland. Our governance operating model enables our Board, its Committees and our Executive functions to execute their responsibilities in a fit and proper manner.

Throughout this period, a Good Governance Framework was developed. The Framework brings together the various strands of our corporate governance arrangements into one overarching document that demonstrates our commitment to upholding good corporate governance throughout the SFRS. The Framework will be a living document and will evolve over time with its continued purpose to ensure good governance is achieved, whilst being an aide for stakeholders towards the understanding of our governance arrangements.

A key focus of the Framework is on the Board (Non-executives) and the Strategic Leadership Team (Executives). It is designed to assist them in performing their role of directing, controlling, and leading the SFRS in a fit and proper manner. The Framework will be

cascaded to our management teams who may directly support the Board and Strategic Leadership Team in fulfilling this role. Our workforce is integral to achieving improved local outcomes through the delivery of our priorities and strategic objectives set by our Board and Senior Leadership Team.

By following the Framework, we aim to deliver high standards of Corporate Governance, which we believe will lead to better service delivery and ultimately better outcomes for the communities of Scotland. We are responsible for ensuring that we deliver our services in accordance with the law and our statutory responsibilities, that we safeguard and properly account for public money, and that this money is used in accordance with Best Value principles. The Framework therefore sets out the way we will operate to meet these responsibilities and maintain public confidence in the SFRS as a public body.

Alongside the development of this significant piece of work, we continued to develop and strengthen our internal governance arrangements. This included adapting our governance processes to ensure active scrutiny remained in place and conducting our Annual Governance Review in March 2022.

Effective Performance Management

Our Business Intelligence (BI) Strategy and Action Plan was published in April 2021.

The Strategy sets out a vision for our approach to improving BI and data management to bring about improvements in analysis and insights across the Service.

The Strategy will help us realise our ambition to become an exemplar of BI for Fire and Rescue Services by 2025. We will build expertise in information management, analysis and data science and shift from transactional data activity to high value analysis and intelligence which will bring about improvements in the way we work.

The Strategy outlines four principles that our approach to business intelligence should follow:

- A Single version of the Truth
- Customer Focused Business Intelligence
- Good Design and sound methods
- Data as an asset

The principles are supported by 12 priorities which are intended to run for the lifetime of the Strategy and will form the framework for any actions for delivery. Progress against the Strategy and 2021/22 Action Plan has been reported to our Good Governance Board regularly throughout the reporting year.

In support of the Business Intelligence Strategy, work began to review our approach to presenting business intelligence in reports and dashboards. In 2020, we recognised the significant improvement to agile working practices made possible through Office365 and Microsoft Teams.

Following a review of Gartner's Magic Quadrant Report on BI & Data Analytics it was recognised that a further O365 application, Power BI, was extensively being used by partners across fire service, local government, and other blue light organisations to deliver insight, increase productivity and collaborate successfully.

After a 12-month trial, the Service added Power BI to our suite of BI solutions and a programme of work begun to deliver solutions to stakeholders across the Service. The first objectives are to deliver a working reporting solution to Service Delivery. This work began at the end of 2021 and will be delivered throughout 2022. Dashboard solutions are being developed for Finance to manage Employee Self Service Claims verification, as well as various other Directorates across the organisation.

Financial and Risk Management Practices

Our Annual Procurement Report, covering the period 1 April 2020 to 31 March 2021, was approved in August 2021.

The report meets our requirement under the Procurement Reform (Scotland) Act 2014 and importantly highlights the significant procurement activity undertaken by us in awarding 34 regulated contracts totalling more than £42.8M.

The report outlines our commitment to deliver on our sustainability duty and demonstrates community benefits through the delivery of procurement activity, including:

- **Supplier spend** – approximately 46.15% of our total spend was with suppliers based in Scotland and approximately 62% of our overall supplier base used in the reporting period can be classified as Small/ Medium Enterprises.
- **Electric Fleet and EV Charging Infrastructure** – we continued to grow a comprehensive national electric vehicle (EV) fleet and associated charging network. We received over £2 million in funding from the Scottish Government as part of the Switched-on Fleets initiative for the procurement of electric vehicles and charging infrastructure and we have invested significantly in our fleet to increase our current provision of electric cars.
- **Carbon Management** – within the reporting period, we invested £1.5 million and worked with our existing contractors to deliver 72 individual projects to support the delivery of our Carbon Management Plan.

- **Portlethen Training Centre and McDonald Road Modernisation** – these projects have delivered significant community benefits including apprenticeships and training opportunities, together with significant engagement with schools and colleges.
- **Supported Business** – between 1 April 2020 and 31 March 21, our total spend with supported businesses was £130,114. This represents a 50% increase on the spend in the previous financial year.

In December 2021, our Annual Report and Accounts 2020/21 were completed and ratified by the Board.

A statutory requirement, this document reports on our overall performance and activities over the previous financial year. This year's document highlights that, once again, we managed our financial performance within expenditure limits and received a clean audit certificate for 2020/21.

To continue to develop our financial and reporting practices, a programme of work has been established which contains several projects to deliver a fully integrated digital solution that meets our needs for our People, Training, Finance and Assets Systems.

People, Training, Finance and Asset Systems (PTFAS)

The PTFAS Programme has been established to modernise many of the core functions that support and manage our people, finances and assets. It aims to provide a future operating model characterised by leaner processes and integrated supporting systems that deliver more efficient, people centred services.

Work continued to define the programme-level outcomes with input from our teams across the SFRS

with a focus on how the PTFAS Programme will support our strategic objectives and deliver the required capabilities to facilitate the realisation of them.

The People, Payroll and Finance workstream of the programme developed an Outline Business Case (OBC) aligned to the HM Treasury 5 Case Model which covered the strategic, economic, commercial, financial and management aspects of that workstream. The OBC considers these distinct cases along with the costs and benefits of the proposed recommendation. The costs have been calculated over a seven-year period and represent the total cost of ownership while the benefits have identified significant process efficiencies that could be realised.

The Outline Business Case was presented to the Scottish Government's Digital Assurance Office as part of their Technical Assurance Framework audit process at the Business Justification Gate. The review outcome was that the workstream can proceed with five recommendations which have been considered and an action plan submitted back to the Digital Assurance Office. Subsequent audit and assessment gates will be undertaken as part of ongoing external assurance. The next of these will be the Digital Scotland Service Standard Discovery assessment which will then be followed by the Pre-Procurement Technical Assurance Framework gate.

A data strategy is in development to scope the extent of data within the Programme and to consider our approaches to data quality, migration and cutover. Work is continuing with the various departmental teams to understand their data in terms of content, accuracy and ownership.

Work continues to develop the statement of requirements for a future procurement exercise. This document will align to the desired future state operating model for the Service.



Electric vehicle
recharging
only

SPOTLIGHT

ADDRESSING CLIMATE CHANGE

Following the climate change emergency declaration, we published our SFRS Climate Change Response Plan 2045. This Plan sets out in broad terms how we plan to become a sustainable fire and rescue service, delivering environmental benefits for the communities of Scotland. Namely, by supporting them to tackle climate change and by tackling our own carbon emissions.

Our Carbon Management Plan (CMP) 2020 - 2025, sets out in detail how we will approach carbon reduction over the next five years, as we work towards the Scottish Government's ambitious target of net zero by 2045.

Within the 2021/22 annual reporting period, we invested £3.7 million and delivered 127 individual projects to support the delivery of our Carbon Management Plan.

Carbon Programme-2021/22	Projects Completed
Building Management System and Controls	19
Heatboss System Controls	37
Retained Station Energy Package	11
Solar PV	30
Insulation Works	26
Biomass Boilers	2
AMR Install Programme	1
Consultancy support	1
Total	127

ChargePlace Scotland
electric vehicle charging

FIRE

PRIORITY 10 – PEOPLE

“The SFRS should aim to be an employer of choice – maximising the effectiveness of its approach to workforce planning; promoting the safety, health and well-being of all staff; and being a learning organisation with opportunities for all. The SFRS should also seek to be an organisation that is more representative of the people and communities of Scotland that it serves.”

Supporting Equality, Diversity, Human Rights and Inclusion

We aspire to be a world leading Fire and Rescue Service and with that create ‘a great place to work’ and one that meets ‘diverse community risks’. To do this, we know that equality and diversity must be embedded in everything we do.

During 2021/22, we have worked with external partners to deliver information sessions around particular equality topics and to mark specific equality events. These sessions were recorded so that they were available to all our people as a learning tool. Examples of this include:

- Donaldson Trust - Neurodiversity
- Wise Woman - Domestic Abuse and Employment
- Stonewall Scotland - LGBTQ+ refresher training
- Who Cares? Scotland – Care Experience and Employment
- International Day for the Elimination of Racial Discrimination – ‘What is Anti-Racism’

We continued to work with our Justice Sector colleagues in considering race and service delivery statistics and race and workplace practices and experiences. Working with the Coalition for Racial Equality (CRER) and the University of the West of Scotland, cross-justice sector focus groups were carried out with employees to explore the lived experiences of our ethnic minority colleagues.

We were represented on the Scottish Government Ethnicity Pay Gap Strategy Working Group which was established in November 2021 to co-produce the Scottish Government’s Ethnicity Pay Gap Strategy and Action Plan by April 2022. The group consists of a cross-section of organisations and academics from the public, private and third sectors. Subgroups have included discussions around institutional racism, intersectionality and employer practice.

We provided a SFRS response to the Public-Sector Equality Duty and participated in Scottish Government deep dive sessions, including one specifically for emergency services.

In line with our legislative duty under the Gaelic Language (Scotland) Act 2005, we developed the second iteration of our Gaelic Language Plan to build on the successful implementation of our first plan. We devised and delivered a comprehensive communications strategy to ensure we could accurately gather the views of our employees and the communities of Scotland. The results of the consultation assisted us in the development of the final plan, which we will implement following approval from Bòrd na Gàidhlig.

We worked with the British Sign Language (BSL) Justice Advisory Group, relating to our responsibilities under the Scottish Government BSL National Plan.

We completed the Stonewall Workplace Equality Index in October 2021. Our submission achieved bronze

status and a working group has been developed to continue to progress the good work already achieved.

Our employees set up a broad range of employee networks each with an underlying equality theme. At present there are employee networks for women, LGBT, neurodiversity, caring responsibilities, disability, race, religion, and belief.

Supportive Workplace Cultures

The SFRS is committed to ensuring all employees are treated with dignity and respect. As such, we have undertaken a review of our approach to Bullying, Harassment and Discrimination, to support a positive and supportive workplace culture which is aligned with our values. This piece of work will be key to meeting the objectives of the SFRS Mental Health Strategy.

The Dignity and Integrity at Work policy and accompanying procedure was reviewed and amended and, following internal consultation and governance approval, the Dignity and Respect Policy and Bullying, Harassment and Discrimination Procedure were published in March 2022, following a period of familiarisation.

The Dignity and Respect Policy has a strong focus on the positive behaviours expected from employees and

the unacceptable behaviours which have no place within the SFRS culture. A Dignity Toolkit and additional resources and guidance are being developed to support SFRS' expected behaviours within the workplace. This will be supported by input from the "Our Commitment" working group as part of the first phase of the Building the Future Together Programme.

All related training elements are to be reviewed including Equality, Professional Behaviours, Leadership and Management development to ensure they are fit for purpose and embed our values and professional behaviours to support a positive workplace culture.

Employee feedback was provided via a staff survey and a series of staff engagement sessions and included the view that our current mechanisms for dealing with instances of Bullying, Harassment or Discrimination were inadequate and there was a reluctance to raise concerns. Employees suggested that a network of trained Contact Advisers would provide confidence and reassurance that any concerns would be listened to in a confidential, impartial way that would build trust and provide an additional support to employees on these issues.

We introduced 15 Contact Advisers who are available as an initial point of contact for colleagues who wish to discuss any concerns.



A Workforce that Represents Scotland

We want to be an inclusive employer and an attractive career option to Scotland's diverse communities, seeking to represent the communities of Scotland that we serve.

We continued work to renew our Positive Action Strategy 2019-2022 to develop a sustainable model of positive action across recruitment, promotion and access to development opportunities. During the past six months we sought to further enhance the working relationships with Service Delivery colleagues to create greater capacity in delivering the positive action model.

Our virtual positive action engagement and fitness sessions, targeted towards women in operational roles and Lesbian, Gay, Bi and Trans (LGBT) and ethnic minority communities across all roles, were well attended, with 145 attendees in the past 12 months, and positive feedback from both delegates and our colleagues who support the facilitation of these.

We continued to promote our Positive Action approach internally and externally. We now advertise a range of vacancies on several sites through our partners, including the Proud Employers jobsite owned by Stonewall and the Women in the Fire Service website to help us target our advertising more directly to women and to members of the LGBT communities and their allies.

We continued to engage with Police Scotland and the Scottish Ambulance Service to share and promote examples of good practice and identify potential opportunities for future joint working.

Despite the work undertaken throughout the reporting period, we recognise that we still have some way to go to in addressing all areas of underrepresentation within the workforce and to broadening the workforce profile. We remain committed to achieving a workforce that is truly reflective of our diverse communities.



Dignified Facilities

As well as attracting a workforce that is representative of Scotland we continue to work to try to provide our people with the dignified work facilities that they deserve. Throughout the year, reconfiguration and refurbishment works took place at McDonald Road, Alloa, Stirling and Inverness Community Fire Stations. In line with our standardised station design, these stations were refurbished to create individual dignified facilities and showers/toilets.

We do, however, still have substantial work to do in this area. As has been highlighted previously by ourselves and Audit Scotland, we have a substantial capital backlog investment requirement (£389 million in 2017), particularly within our property estate. For example, around 50% of the estate has been assessed as being in poor or worse condition, over 60% assessed as poor or worse for suitability and 60% of the estate has been identified as being more than 30 years old. To fully realise our aspiration to provide the dignified facilities our people deserve, significant investment is required across the estate. Such investment would help address the lack of dignified changing facilities, shower facilities and address contaminant control after incidents.

We are fully committed to working with our blue light partners and third sector agencies to explore collaborative solutions to share facilities and currently have over 50 co-locations. A Strategic Asset Management Plan for Property is currently being prepared that will highlight areas for improvement with a risk-based asset management approach to balance operational performance of assets against life-cycle cost.

Youth Employment Initiatives

We recognise the need to strengthen the diversity within our workforce, as well as the need to balance the age profile of our workforce to safeguard future staffing levels. Career Ready is a national charity that links schools and students with employers. The Scheme offers us the opportunity to meaningfully engage with school students and increase their understanding of the wide-ranging career options available to them. It aims to improve career and work prospects for young people who have limited access to professional networks and role models from the world of work. As well as benefitting the young people, the programme offers our staff a personal development opportunity as a volunteer mentor.

Eight young people successfully graduated from the Career Ready programme in March 2022, concluding their 18-month mentoring and one-month internship with us. A further eight SFRS mentors were matched with eight new mentees for the 2021-23 programme. We support the Career Ready programme each year with an intake of between 4 and 8 young people from disadvantaged backgrounds onto the 18-month programme. Fantastic feedback has been received from both mentors and mentees.

Work commenced on renewing the Youth Employment Strategy 2016-19, with an updated Strategy to be developed for approval in 2022. A working group was established bringing together stakeholders across the Service with involvement in youth engagement and employment activity to share best practice and more effective alignment of these initiatives.

Modern Apprenticeship Programme

We continued to develop and maintain our Modern Apprentice Scheme to support Apprenticeships across our functional areas. Additional intakes in September 2021 and January 2022 saw the Service recruit 111 Wholetime Firefighter Modern Apprentices of 692 Modern Apprentices (MAs) in the Service. Of these, 681 are Firefighter MAs and 58 MAs have completed their apprenticeship and have been certificated.

There were 11 people working across other Modern Apprenticeships frameworks in partnership with external providers including City of Glasgow College, Remit Training and QA Ltd. The non-firefighter apprenticeships included Business Administration, Motor Vehicle Engineering, Cyber Security, Web Development and Network Communication, and ICT (Information Communications Technology) Modern Apprenticeships.

We are proud to be one of the largest Scottish Qualification Authority (SQA) Centres for the delivery of Scottish Vocational Qualifications (SVQs) outside of colleges in Scotland.

To complement the existing MA programme, we developed additional support structures including the move to virtual engagement events and MA drop-in sessions.

In March 2021, the Learning and Development Units for Assessors and Verifiers moved to an online course delivery method. A total of 141 candidates were enrolled and are working through the Assessor Unit, with 26 candidates working through the Internal Verifier Unit.

The review of both Emergency Services SVQs, Operations Control and Operations in the Community are nearing conclusion. Operations Control is progressing through the final credit and levelling of the units, which included the new units added as part of the review. Operations in the Community has gone through all the necessary review processes and is due to be approved by the SQA in a few weeks' time. Both reviews involved the establishment of steering groups and consultation with internal and external stakeholders.

Health and Wellbeing – Physical Wellbeing

Despite the ongoing challenges brought by the pandemic, the physical health of our staff remains a priority. Development of our Health and Wellbeing systems continues to support improvements in the delivery of health and wellbeing services.

A Fireground Fitness Standards Research Project was completed and recommendations to improve fireground fitness assessments and introduce muscular strength and endurance assessment were approved. This included the introduction of a role-based cardiorespiratory fitness assessment and

strength assessments across the Service. Further stakeholder engagement is planned, and will inform the development of a Fitness Policy that will define the standards expected by the SFRS.

The Musculoskeletal (MSK) Injury Prevention Group continued to deliver planned actions to improve performance in this area. Process improvements, such as improved referral pathways, took place and these resulted in more comprehensive data capture and reporting. This led to a more holistic view of MSK injury and more effective solutions being put in place to enable people to remain supported and at work. A review of physiotherapy and rehabilitation services

was completed, and an options appraisal will now be considered to deliver more effective arrangements for our people.

To strengthen our position in terms of recruitment and attraction, particularly with our On Call cadre, we collaborated with stakeholders to improve access to pre-employment health assessments and introduced a pre-employment engagement programme to improve the retention rate within the process and support the attraction of new On Call colleagues.

Our focus remained on maintaining a preventative and proactive approach to the impacts of the nature of our work. As part of our plans to address the wider issues concerning contaminants, and the longer-term effects of fire effluents, we continued to strengthen our approach to health and medical surveillance and considering a range of options to ensure we deliver health assessments in accordance with our statutory requirements. We introduced the 'Dying to Work Charter' committing to an agreed way in which an employee should be supported in the event of a terminal diagnosis.

Expert advice from external bodies in relation to carrying out health and wellbeing assessments continued to be closely monitored to ensure that all health and wellbeing business was carried out safely. We continued to review our Safe Systems of Work and Risk Assessments and introduced Co2 monitors to support health and wellbeing activities.

Whilst we remain alert to the ongoing impact of the pandemic and the advice of the Scottish Government, we continued to utilise additional resource to manage the risk caused by the backlog of health assessments the pandemic presented. Considerable progress against target compliance was made and will continue to be monitored until completion in at the end of the calendar year (2022). Similarly, significant progress was made to manage the vaccination programme for swift water rescue staff that had been impacted by the re-prioritisation of work caused by the pandemic. It is anticipated that there will be full compliance by the end of June 2022.



Legislative Health and Safety

Each year a SFRS Health and Safety Improvement Plan is developed. This is translated into bespoke improvement plans which address the risk profile of the different parts of our organisation.

All 2021/22 Plans were agreed in April 2021. At the end of the reporting year, 71% of the SFRS improvement plan was complete. Progress has been challenging during this period due to the continuing pandemic, resources required to support COP 26, and significant changes in staff.

Despite this overall progression of actions work has continued well. When comparing the percentage completion within the same period in the previous reporting year, a 12% increase is noted.

As well as managing our Health and Safety Plans, our Safety and Assurance Function continued to be embedded in the management of COVID-19 in the workplace. This included:

- A review of Scottish Government guidelines, considering SFRS responsibilities under Health and Safety and the provision of advice to the SFRS of appropriate measures to be taken;
- Providing information to all SFRS workplaces on mitigation methods against the key routes of transmission;
- Identifying and advising on the implementation of emerging technologies which may mitigate the risk of COVID-19;
- Refining our processes for undertaking reviews of workplaces with confirmed case trends or clusters; and
- Liaising with the Health and Safety Executive (HSE) with regard the reporting of workplace COVID-19 transmissions as required by the Reporting of Injuries, Disease and Dangerous Occurrence Regulations (RIDDOR).

A total of 694 COVID-19 cases were reviewed to determine if they were reportable under RIDDOR. Of these 24% (165 of 694) were reviewed at management meetings and 529 by desk top reviews. 5% (33 of 694) of the completed COVID-19 RIDDOR reviews were identified as workplace transmissions.

In addition to this 36 premise support reviews were undertaken. In total 270 actions were identified, of which 67% (185 of 270) were completed and 33% (85 of 270) are ongoing.

Health and Wellbeing: Mental Health

Supporting good mental health and wellbeing continues to be a key strategic priority for the SFRS.

Through collaboration with The Royal Foundation and the 'Blue Light Together' campaign, the Service has committed to the 'Mental Health @ Work Commitment'; a framework that will allow us to make a genuine, longer-term positive impact on the mental wellbeing of employees. There will be continued development of our Action Plan to ensure that mental health and wellbeing is mainstreamed. The actions are being progressed through several thematic sub-groups.

A successful campaign to establish Mental Wellbeing Champions attracted a significant interest and our first cohort of Champions are undertaking a robust programme training and induction. The implementation of the programme is the focus of the Champions sub-group as they work towards the mid to long term vision of the programme.

The Wellbeing and Inclusion sub-group worked to promote mental health and wellbeing awareness with an agreed planned programme of information,

and supported events throughout the calendar year. This included campaigns such as: a Festive Mental Wellbeing campaign; 'Time to Talk Menopause' sessions on World Menopause Day; LGBT History Month; and 'March the Month' for Prostate Cancer UK.

The review of content on Health and Wellbeing digital platforms began with a document capture project that will support the thematic categorisation of all Health and Wellbeing content. 'Tiles' have been designed to represent the wellbeing themes; digital, psychological, physical, social and financial. Priority was given to the development of 'SOS' tile content that will provide immediate help and support for those in crisis.

We continued to implement mental health and wellbeing training through the Scottish Government Lifelines initiative and worked collaboratively with Lifelines to develop varying models of delivery, to ensure as wide a reach as possible across the workforce.

To date, a total of 142 courses, across the four programmes, have taken place resulting in 839 people receiving Lifelines training. Progress towards integration into SFRS-wide programmes continues with planning being undertaken to develop the 'Train the Trainer' element.



Supporting Wellbeing and Performance through Agile working

Since the launch of our agile working framework in August 2021, promotion continued with managers and employees, with a range of guidance being provided on our dedicated intranet pages.

A series of case studies were developed illustrating how different employees have embraced agile working and made it work for them and their role. Communicating the benefits of agile working was particularly important as the working restrictions of the past two years have begun to ease and there was potential for colleagues to fall back into traditional ways of working which do not necessarily achieve an effective balance between individual preferences and our organisational needs.

Attention was given to supporting line managers to identify how agile working may be appropriate for their teams and encouraging them to engage with their teams around this. This included a series of manager forums to enable managers to come together to explore their approach, challenges and lessons learned.

The Agile Working Group progressed a series of initiatives, including development of guidance on Working Abroad and reviewed our flexi time arrangements to ensure they align with an agile approach. Work began to establish how to monitor and report on the uptake, usage and benefits of agile working, and this will be included within our overall employee engagement approach being developed as part of the Building the Future Together Programme.

Agile working remains an important workplace initiative and one which will support attraction, retention and employee engagement within the SFRS.

Operational Training

Ensuring that our staff receive appropriate training to carry out their role effectively, efficiently and safely has continued to be a priority for us.

In preparation for COVID-19 restrictions being reduced, we embarked on a full review of training capacity for each training family to identify how we can recover and ensure operational staff training requirements are prioritised. The review identified and prioritised a range of subjects including: Trainee Firefighter Foundation & Practical selection tests; Incident Command; Breathing Apparatus; specialist rescue and driving. Progress against our plans continue to be reported quarterly.

As part of Training Recovery, Incident Command Level 1 courses were diversified to enable localised delivery

across Scotland either using a modularised course delivery over several weeks or maintaining normal delivery method during a working week. The modular delivery was developed to support On Call firefighters who struggle to get time off from their primary employment.

This delivery method enabled individuals to be trained within local areas preventing the need for excessive travel to a training centre and reducing the impact of COVID-19 within the SFRS. So far, we have been able to train 120 candidates, providing incident commanders to support our frontline response. The localised delivery method enabled the prioritisation of candidates within the greatest area of need with the Incident Command team providing support and quality assurance ensuring the standards of delivery are maintained and learning outcomes are adhered to, ensuring consistency across the SFRS.

As a key priority for the SFRS, our Trainee Firefighter Foundation (TFF) courses have continued throughout the pandemic in support of our frontline response. Through the prevention measures in place at our National Training Centre (NTC), we have had very little disruption and have maintained training in line with organisational requirements. We currently project staffing requirements against the Target Operating Model (TOM), and there is now a requirement to increase capacity on our TFF courses to support operational delivery.

Through the innovative approach of an amendment to the trainee course delivery timetable a pilot course of 72 trainees operated back to back across four days on four days off. This approach increased the number of trainees who can be trained against the previous delivery model to support the TOM. The pilot course was very successful and with restrictions easing, there is now a requirement to further increase capacity to accommodate 96 trainees across the back to back courses. The opportunity for this approach has been possible through the alignment of the Training Instructor's terms and conditions which enables delivery across seven days.



Leadership, Learning and Organisational Development

We have a successful history of 'growing talent' and seeing employees develop from their entry level roles through the career ladder. This is a process we excel in operationally and we are building on existing good practice to 'grow our own talent' through the SFRS Undergraduate and Graduate Programme.

The SFRS Graduate Programme commenced with a People and Organisational Development Specialist Graduate Trainee 3-year Programme in 2021/22 with two graduates. The graduates commenced CIPD level 7 Advanced Diploma in Strategic People Management, the formal professional development of their programme, as they continue to gain experience through a structured rotation programme across the People and Organisational Development Directorate.

Following the successful pilot cohort of 11, succession planning activity via our Leadership Development Centre (LDC) was paused due to COVID-19 resulting in pressures on operational resource. The first pilot is being evaluated with feedback being used to inform redesign and onward implementation plan. Additionally, psychometric resources were utilised to manage expectations of those waiting on LDC places and has enabled them to begin to develop an increased level of self-awareness for the LDCs recommencing.

The Building the Future Together Programme related workstream regarding the development, review and reflection of leadership across all levels progressed as part of the COVID-19 recovery. Overall, progress of the programme development phase continues to catch up from the impact of the pandemic and concurrent priorities, with timescales for full recovery currently being scoped.

Key activities and achievements during the 2021/22 include:

- The continued development of capability, capacity and resilience to enable effective outcomes. Leadership toolkits are available on iHub to support people across the Service and the Agile

Working Framework sessions were supported through development modules on our learning content management system (LCMS).

- The continued progress of our wider virtual delivery model, including a pilot of the virtual Leadership for Change Programme (LfCP) module within our Middle Manager Leadership Development Programme, was delivered. The programme will be evaluated at 12 weeks to capture feedback on the transfer of learning into the workplace. This supports our work to progress with a Digital First approach and gives greater access to all staff regardless of geographical base and contributes to our environmental and sustainability agenda.
- The Learning Partner Group (LPG) was established to support the engagement of all our Functions in the prioritisation of learning and development that reflects the organisational learning needs for the Service. This engagement ensures that the Learning Needs Analysis (LNA) remains a “living” document across the year that supports current development priorities in the Service.

- The LNA process was revised to increase its effectiveness for managers when they record the development needs of their teams and enables a more effective analysis of the collated needs. The LNA process for 2021/22 was implemented, along with supporting internal learning and leadership development arrangements aligning the LNA to organisational annual planning approach. It is expected that this will continue to enable the move to a demand led and zero-based budgeting approach for leadership, learning and development needs across the Service.
- The completion of the Leadership Development Services Framework supports the further progression of online learning to enable the development of an agile and self-learning culture. The material available from providers on the Framework provide a variety of learning opportunities for managers and team leaders across the Service.
- The well-established collaboration with the Collective Learning Partnership and Scottish Union Learning Fund continued to support our staff access personal development courses and enabled both lifelong learning as well as providing the opportunity for additional support. The refreshed Memorandum of Agreement was reviewed and agreed.
- A Learning Agreement between the SFRS and the Fire Brigades Union was developed and agreed and continued to support partnership working in the delivery of development opportunities for our people.



Pay, Reward and Benefits Framework

We place significant value on our staff and strive to deliver fair, attractive, and inclusive pay, rewards and benefits for them.

Following successful conclusion of negotiations regarding harmonisation of terms and conditions for employees within the national and local training Instructor pools, revised terms were implemented

on 1 July 2021. These new terms will offer further flexibility and mobility amongst our Instructional Staff, which will directly benefit all our Wholetime and On Call employees, particularly those staff who can often experience difficulties in attending daytime training due to their primary employment commitments.

Work continues to seek conclusion to the harmonisation of Retained Duty System (RDS) terms and conditions, following issue of an improved offer and further discussions with the representative bodies.

An On Call Variable Contracts and Station Establishments project has been established under the On Call Improvement Programme aimed at developing options to improve flexibilities and enhance attraction and retention through the reward offering for our On Call colleagues.

Negotiations were successfully concluded, and agreement reached, with Unison and Unite in relation to their joint Support Staff pay claim for 2021/22, which provided an opportunity to enhance our total reward offering for SFRS Support Staff.

We remained focussed on working towards enhancing our Total Reward Framework to support employee engagement, attraction, and retention. Following a review of our one-off COVID-19 Recognition Scheme and implementation of lessons learned, our main Recognition Awards were launched in April 2022. These awards provide an opportunity for us to formally recognise the commitment and dedication of those who work with us. Scoping work has been undertaken to further develop the employee benefits package, including financial wellbeing provisions, to ensure this remains attractive.

Work commenced to develop an action plan to review the Job Evaluation processes in place for Support Staff roles, along with the Support Staff Pay and Reward framework itself. Engagement is planned to take place with stakeholders on this plan in early 2022/23.

In 2019, firefighters from another Fire and Rescue Authority won a legal action that certain allowances paid to them should be viewed as Pensionable under the

provisions of the Firefighters' Pension Schemes. Whilst this ruling applied only to the individuals concerned, we subsequently reviewed all the allowances paid to uniformed employees and, in conjunction with the Scottish Public Pensions Agency and the relevant Trade Unions, agreed which of these met the definitions for pensionable pay applied by the English and Welsh courts. Following consultations with stakeholders, these allowances were recognised as pensionable by the SFRS from 1 July 2021 and work is ongoing to agree terms for their retrospective application.



COVID-19 Response and our Pay and Reward Framework

Throughout 2021 and into 2022, we continued to manage many COVID-19 related absences, with a significant increase towards the end of the year due to the Omicron variant. At the end of March 2022, we reported 11,634 cases of COVID-19 since the start of the pandemic. A further 720 (9%) live cases remained, of which 520 (6.7%) were confirmed positive.

At the beginning of the pandemic and throughout, several temporary adjustments were made to how our current pay and reward framework was applied for both Uniformed and Support Staff to ensure employees would be able to follow guidance on self-isolation without any financial detriment.

These temporary adjustments were kept under review in light of changes to Scottish Government guidance and have now reverted to the substantive contractual terms and conditions, while still supporting Agile Working.

Strategic Resourcing Plan

Our staffing recovery from COVID-19 has been further impacted by recent changes to commutation factors for pension lump sums paid under the Firefighter Pension Scheme, where those aged over 50 with over 25 years' service may choose to retire from the Service earlier than predicted. While the actual impact is still to be fully determined, the potential numbers are significant and will impact operational availability and skill set.

A Staffing Tactical Action Group was established, supported by a Staffing Solutions Team, with representation across the Service to take actions forward. Included within the broad range of actions under consideration are: re-employment options; On Call to wholetime migration; and revised scheduling

of planned promotion processes within 2022. Actions will be prioritised to mitigate the effect on our Target Operating Model and competence levels.

We continued to review restrictions and Safe Systems of Work related to COVID-19 to ensure our resourcing capacity was not adversely affected. Engagement is ongoing with stakeholders to confirm and increase the intakes for 2022, for both Wholetime and On Call Firefighters.

Attraction and Recruitment of On Call Firefighters remains a priority. Aligned to the On Call Improvement Forum, and following significant engagement with stakeholders, a revised recruitment and selection process was developed and will be progressed for implementation by the end of December 2023.

Challenges in recruiting Support Staff continue in what are unprecedented market conditions. Work is ongoing to ensure we are effectively promoting roles, flexible working arrangements and that we build a flexible and adaptable approach into our resourcing methods.





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SFRS Annual Performance Review 2021-22

Version 1 September 2022