



SCOTTISH FIRE AND RESCUE SERVICE

ANNUAL PERFORMANCE REVIEW REPORT

2022/23



Working together
for a safer Scotland

**WELCOME TO
THE SCOTTISH
FIRE AND RESCUE
SERVICE'S
(SFRS) ANNUAL
PERFORMANCE
REVIEW REPORT
FOR 2022/23.**

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INTRODUCTION

This report has been written to inform the Annual Performance Review meeting that will be held on 31 October 2023. This meeting allows Scottish Government to undertake a formal review of our performance against the priorities that are set out within the *Fire and Rescue Framework for Scotland 2022*.

During the first half of 2022/23, the Service developed a new *Strategic Plan 2022-25*. The Plan set out seven new Outcomes for the SFRS and a supporting set of measures of success to ensure the Service can deliver on the priorities of the *Fire and Rescue Framework for Scotland (2022)*. The Plan was publicly consulted upon and then approved by the Minister for Community Safety in September 2022. The Plan was finally laid before the Scottish Parliament in October 2022 to ensure we meet our legal requirements.

This report is structured around the seven Outcomes of the *SFRS Strategic Plan 2022-25*. It captures information on some of the key activities that have been carried out to meet these priority requirements between **1 April 2022** and **31 March 2023**. This report covers this period specifically, however, in line with the Annual Performance Review Meeting of 31 October 2023, we have included some information outwith this time to provide a broader picture of some topics covered.

The Service has faced some challenges this year. In May 2022, the publication of the Scottish Government's Resource Spending Review (RSR) indicated a flat cash budget for resource and capital spending for the period 2023/24 to 2026/27. Since publication, and the subsequent additional funding awarded by Scottish Government for 2023/24, we have continued to review the funding available to us and the changes we require to make to achieve our required savings.

It is clear that in delivering savings options the Service will be faced with unprecedented financial choices for the duration of the RSR. We also face a significant investment need in our estate with many of our buildings requiring substantial upgrading and decarbonisation as the Capital Budget also declines in real terms.

Work commenced across the Service in June 2022 to better understand and prepare for the scale of challenge this will bring and the budget options we will need to consider. Under

our Strategic Service Review Programme (SSRP), a package of change proposals for 2023/24 are being developed. These changes will identify how we need to change as a Service to achieve the Outcomes of our Strategic Plan 2022-25 and our Operations Strategy 2022-2032, whilst seeking to address the financial challenges we face over the next three years.

Over and above these financial pressures, the Service was faced with the potential of entering a period of Industrial Action (IA) for the first time in Scotland in 20 years. In July 2022, a 2% pay offer was rejected by the Fire Brigades Union (FBU). A subsequent offer of 5% was rejected in a ballot in October 2022. A ballot on IA was then launched by the FBU which was supported by its members.

To ensure the Service could meet our statutory duties should IA occur we established an Industrial Action Tactical Action Group (IATAG) who carried out significant planning to ensure we could continue to operate through any IA period. IA was later called off when a pay offer of 7% backdated to July 2022, plus an additional 5% from July 2023, was accepted in March 2023.

Lastly, while managing these issues we are faced with an unparalleled and unplanned change in operational staffing arising from the McCloud pension remedy. The situation around the pension remedy remains fluid and its impacts are difficult to fully predict, as individuals effected by the remedy will make their own career choices depending on their own personal circumstances. In estimating the potential scale of impact, by July 2024, there is a potential for 486 retirements among operational staff. Actions to manage that situation will consume significant resources within the Service and the potential skills diminution as experienced staff leave, will represent a significant risk to the Service.

Despite the challenges faced over the year and the significant planning that has taken place, we've continued to provide an emergency service to the people of Scotland, attending over 99,000 incidents. We've continued to analyse community





risk, carried out crucial training and worked to ensure that our people have the right equipment and facilities to help keep them and our communities safer.

Our prevention role has remained of critical importance, and we've supplemented our annual thematic safety messaging by working closely with our partners to deliver targeted safety campaigns. We've also worked with businesses across the country to undertake fire safety audits and focused on our approach to this critical role.

The key highlights provided in this report would not have been possible without the dedication and professionalism of our people and, as our greatest asset, their physical and mental health has remained a priority. We've introduced systems to provide more efficient management of care; secured additional resources to address the backlog of wellbeing assessments; prepared to introduce an in-house physiotherapy assessment; worked in partnership with the Fire Brigades Union to progress a joint approach to the management of contaminants; and introduced Mental Health Champions across the Service.

As well as the dedication of our own people, we recognise that many of the key activities provided in this report could not have been delivered without the contribution of our partner agencies. Our approach to partnership working is an ever-evolving part of how we work to improve the safety and wellbeing of the people of Scotland. The combination of our skills, insight, resources, and commitment with that of our partners is critical to helping us to achieve this purpose. As a result, we engage in many

forms of partnership working where the level of formality varies depending on the issues we are dealing with, but we always seek to achieve a common goal with our partners and agree actions for how that goal can be achieved to improve outcomes for the people of Scotland.

Finally, it is important that we mention the tragic loss of our colleague Barry Martin who died on Friday 27 January 2023 following the serious injuries he sustained during a large-scale fire at the former Jenners building in Edinburgh earlier that week. Our thoughts remain with Barry's wife Shelley, his sons Oliver and Daniel, and all his family, friends and colleagues who mourn his loss. We will ensure that Barry's selfless duty will never be forgotten.

We trust that you find this report insightful, and it provides sound evidence of our commitment to progressing the Strategic Outcomes of the SFRS Strategic Plan 2022-25 and, in turn, the priorities within the Fire and Rescue Framework for Scotland 2022.



OUR PERFORMANCE AT A GLANCE 2022/23

Any data provided throughout this report is provisional and for internal management purposes only. Verified data is published in both annual statistical returns (Fire Safety and Organisational and Fire and Rescue Incident Statistics) at the end of August and the end of October each year. Further data is also included in our Annual Report and Accounts which will be published in December 2023.

99,532
INCIDENTS ATTENDED

26,825
FIRES ATTENDED

38,677
HOME FIRE SAFETY
VISITS CARRIED OUT

55,924
FALSE ALARMS
ATTENDED

16,783
NON-FIRE
INCIDENTS

12%
REDUCTION IN OUR CARBON
EMISSIONS FROM ELECTRICAL USE

41%
OF ALL WASTE
WAS RECYCLED

7,619
EMPLOYEES

3,490
WHOLETIME
OPERATIONAL STAFF

6.5%
OF OUR FIREFIGHTERS
ARE FEMALE

£294.59m
RESOURCE BUDGET SPEND

£34.74m
CAPITAL BUDGET SPEND
(INCL. TRANSITION TO
NET ZERO SPEND)

£4.512m
CAPITAL SPEND ON
TRANSITION TO NET ZERO

£4.953m
RESOURCE SAVINGS
DELIVERED



SCOTTISH FIRE AND RESCUE SERVICE

MAGIRUS

MAGIRUS



OUTCOME ONE:

COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE DEPLOY TARGETED INITIATIVES TO PREVENT EMERGENCIES AND HARM

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 1, 3 & 7

We firmly believe that preventing problems from arising is better than dealing with them when they occur. Our approach to prevention helps people, communities and the economy stay safe and enables us to support work addressing wider inequalities.

Promotion of fire safety messaging remains as important as ever to preventing emergencies and this has continued throughout the year.

WIDER SAFETY MESSAGING

Working alongside our partners, fire safety messaging has been supplemented with wider community safety information where we have used an evidence-based approach to target groups who are at risk.

Water Safety

A good example of this is our National Water Safety Project which was launched in April 2022 following a spike in water fatalities during 2021/22. This initiative, which supports Scotland's Drowning Prevention Strategy, saw the creation of a new Drowning and Incident Review (DIR) process. Created in conjunction with The Royal Society for the Prevention of Accidents, it aims to reduce accidental drowning deaths by 50% by 2026 and lessen the risk amongst the highest populations, groups and communities.

Up until now, the circumstances in many water-related fatalities have been unknown and the risk factors are unclear. The principal aim of the process is to gather all relevant data and information in order to help gain a better understanding of how to prevent similar incidents from occurring in the future. The benefits of the DIR are anticipated at both local and national level in Scotland. It will provide insight into water-based risks by local area, ensuring that those best placed to mitigate these risks are involved in the process and kept informed. Nationally, the enhanced data capture is anticipated to lead to the development of better-informed national strategies to tackle the issue of drowning prevention.

The National Water Safety Project Group hosted multi-agency events and created a wide range of educational resources to support our teams across Scotland to deliver water safety messaging and initiatives. Partnership Approach to Water Safety (PAWS) Groups were also established in around 80% of the Local Authority Areas in Scotland. These groups allow for greater partnership engagement across the country that allows us to share consistent water safety information right across Scotland. Work is ongoing to reach out to the areas who haven't yet formed a PAWS group.





PAWS GROUPS
ESTABLISHED IN
80%
OF THE LOCAL AUTHORITY
AREAS IN SCOTLAND



Road Safety

As one of Scotland's road safety partners, we continue to support the Scottish Government's '[Road Safety Framework to 2030](#)'. The Framework sets out a vision for Scotland to have the best road safety performance in the world by 2030 and an ambitious long-term goal where no one is seriously injured or killed on our roads.

To help drive our commitment, from 2022/2023, Road Safety Champions were identified across Scotland to capture activities and share good practice across the Service to help prepare effective campaigns. This approach has meant that we can deliver bespoke messaging to local areas driven by local issues, whilst still delivering a consistent message nationally. This work has been supported by the creation of a new internal Community Safety Resources intranet hub which allows staff access to various road safety materials and links to partner organisation's materials.

As well as more traditional resources being used, virtual reality headsets have been used to offer an innovative way of promoting road safety. Headsets continue to be available across Scotland allowing delivery of road safety messaging across communities. We delivered a young driver's safety presentation on our headsets and have capacity to expand this as we identify new trends. An older driver safety presentation was piloted in the Highland area as recent statistics identified an increase in accidents involving this age group. Virtual reality helps us to continue to evolve our safety messaging as we identify new trends in road traffic accidents.

A collaborative approach to road safety is critical to delivery of the Framework and we have attended national road safety meetings, alongside our partners, to promote Road Safety Scotland campaigns and support delivery of Police Scotland's New Driver Initiative. This work has led to an expansion of our network of partners, allowing us to improve communication and access to partner resources.

In 2023, we collaborated with several new partners including The British Horse Society and Cycling Scotland, exploring new ways to promote safety of our vulnerable road users. This led to the creation of new shared resources to complement the recent changes in the Highway Code to protect vulnerable road users. Initial work was carried out with Tyre Safe and The Fire Fighters Charity to promote tyre safety whilst carrying out our charity car washes at our Community Fire Stations. It is hoped that we will be able to provide members of the public with a tyre health check and provide advice on tyre safety during these events.

Work took place to review the effectiveness of existing partnership initiatives, including the Biker Down Scotland (BDS) programme for motorcyclists. This ensured that we fully support volunteers and provide programme consistency. The sustainability of the programme was supported by the production of a new BDS Volunteer Handbook. There are currently five BDS volunteer groups working across Scotland, with each Service Delivery Area represented.

The Service continued to share partner's social media messaging via both our national and local area social media accounts. This activity ensured that we fully support national campaigns and local initiatives and could provide safety advice at times of poor weather conditions which may impact driving.





NORTH LANARKSHIRE FIRE REACH, DURING 2022/23

26 SCHOOLS

9 YOUTH PROJECTS

5 3RD SECTOR YOUTH PROVISIONS

OVER 400 YOUNG PEOPLE REACHED

DELIBERATE FIRESETTING REDUCED



Anti-Social Behaviour

Deliberate fire setting can be closely linked with anti-social behaviour. One of the ways that we aim to tackle such behaviour is through our youth engagement initiatives.

FireReach is a programme that allows us to engage effectively with young people from disadvantaged backgrounds. The programme is a blend of practical activities based on firefighter drills and reflective learning to enable young people to recognise their achievements. The programme has shown that it is effective in challenging the attitudes and values of young people, enabling them to build a range of core skills for life, learning and employment.

The programme consists of a series of activity sessions that can be delivered individually or combined to create a course. It can also be taken on the road as part of our Outreach sessions. This flexible approach enables us to deliver services based on local need whilst maintaining a consistent national approach.

During 2022/23, FireReach was delivered in 26 schools, nine youth projects and five third sector youth provisions within

North Lanarkshire alone, reaching over 400 young people, and contributing to a reduction in deliberate fires in the area.

FireReach has also had a lasting impact on the Service with four firefighters and two Youth Volunteer Scheme instructors being employed with us following their participation in the FireReach programme.

Youth Volunteer Scheme

As well as relying on our firefighters and Community Safety Action Teams to share wider safety messaging, we were fortunate to be supported in this task by the members of the SFRS Youth Volunteer Scheme (YVS).

Our YVS creates opportunities to improve life chances and empower young people to work together for a safer Scotland. Youth Volunteers are provided a safe environment in which they can learn essential life skills and develop positive relationships, whilst gaining a practical understanding of life at a working fire station. The YVS is open to 13 to 18-year-olds and aims to reduce inequalities, develop citizenship, and promote health and wellbeing.

Since March 2022, 12 schemes launched across Scotland in: Alloa, Methil, Wick, Campbeltown, Kilmarnock, Kilwinning, Stranraer, Dumbarton, Peterhead, Coatbridge, Livingston and Shetland.

Between April 2022 to March 2023, we engaged with 216 Youth Volunteers across Scotland, with 112 adult Volunteer Youth Instructors supporting the delivery of weekly sessions of the local schemes. Our Youth Volunteers held 23 local community engagement events, resulting in 791 volunteering hours, and the achievement of 16 Saltire Award certificates. Youth Volunteers gave back to their communities through activities such as helping to redevelop local spaces; litter picking; charity fundraising; supporting community events; and passing on key SFRS safety messages.



YOUTH VOLUNTEER SCHEME: APRIL 2022 – MARCH 2023

216 YOUTH VOLUNTEERS

112 ADULT VOLUNTEER YOUTH INSTRUCTORS

23 LOCAL COMMUNITY ENGAGEMENT EVENTS

791 VOLUNTEERING HOURS

16 SALTIRE AWARDS CERTIFICATES

Progress was made with participation in national activities, in partnership with the UK Fire Cadets (UKFC) group:

- A local scheme coordinator attended the UK Rescue Operations competition in Birmingham to see the newly created youth competition with a view to training for the 2023 competition.
- Our YVS National Officer showcased a Participation Toolkit, developed to promote skills for youth voice, at the UKFC Network Meeting.
- Three Youth Volunteers marched in the Remembrance Parade at the Cenotaph in London.

The YVS will be evaluated during 2023/24. Preliminary data collection suggests that young people feel being part of YVS has helped them gain confidence and skills, work better within a team, and find a sense of belonging. They are proud to represent the SFRS and feel they are part of a 'fire station family.'

SAFETY IN THE HOME

There are many opportunities for us to prevent emergencies by working with partners to identify and assist those who need more help. As a trusted emergency service, we often visit some of the most vulnerable members of society. During 2022/23, 39% of our Home Fire Safety Visits were carried out to those most vulnerable.

39%

OF HFSV WERE CARRIED OUT TO THOSE MOST VULNERABLE

We are committed to ensuring that our staff have the knowledge and skills they require to confidently engage with all members of our community and ensure they know the action they should take if they have any concerns about child or adult welfare.

During 2022/23, we continued to work closely with our partners to provide our people with the support and guidance to help them identify and act on, where appropriate, wider health and social care considerations.

Resources to support our staff included guidance notes on: safeguarding adults and children; hoarding; domestic abuse; human trafficking and exploitation; dementia; and engaging with Refugees and Asylum Seekers.

Many of the above guides were supplemented with additional training courses or modules to ensure a greater level of understanding and confidence when applying the processes to a practical situation.

PROTECTING BUSINESSES AND INFRASTRUCTURE

As well as work to prevent safety emergencies within Scottish households, we have a duty to regulate non-domestic businesses. During 2022/23, our enforcement staff carried out 6,712 audits.

6,712

AUDITS WERE CARRIED OUT DURING 2022/23



Recent tragic incidents within relevant premises have served to focus on, and scrutinise, the approach that we have to the enforcement of fire safety under Part 3 of the Fire (Scotland) Act 2005 (the Act).

In July 2022, a new Fire Safety Enforcement Procedure was published following the completion of audit recommendations from Her Majesty's Fire Service Inspectorate for Scotland (HMFSI)¹ and Azets, who provided internal audit assurance for the SFRS during 2019/20.

The first audit was undertaken in 2018 by HMFSI following the tragic fire at Cameron House in 2017. The 21 recommendations from this audit were comprehensive and reflective of early learnings from the incident and have all been actioned and implemented, with the final actions being completed in 2022/23.

A second independent audit in relation to Fire Safety Enforcement was undertaken during 2019 by our internal auditor, Azets. Azets reported on three areas for improvement, all of which were actioned and implemented. The last action was completed during 2022/23 and our Fire Safety Enforcement Procedure was updated to reflect the areas for improvement identified.

The Fatal Accident Inquiry determination, in relation to Cameron House, was published in January 2023. The single recommendation from the Inquiry was actioned and implemented into SFRS Policy and Procedure.

The New County Hotel fire in Perth, which took place in January 2023, led to the formation of a working group that reports to an SFRS Functional Management Team to ensure that we continue to learn from the ongoing investigation and implement any necessary actions to improve our approach to Fire Safety Enforcement.

31.5%
OF INCIDENTS ATTENDED
DURING 2022/23 WERE
UFAS CALLS

UNWANTED FIRE ALARM SIGNALS (UFAS)

Our community safety prevention work is crucial, and we want to ensure that we have the resources required to continue to develop this important part of our role. It is hoped that a planned change to the way we attend Automatic Fire Alarm System (AFA) activation calls will free up more resource to carry out prevention work.

During 2022/23, we were called to 31,383 unwanted fire alarm signals. This made up 31.5% of the overall incidents that we attended.

Following a public consultation exercise, from 1 July 2023 our response to fire alarms in commercial business and workplace changed. Our Operations Control teams now challenge calls originating from an Automatic Fire Alarm System (AFA) activation in premises where there is no sleeping risk to ensure the call is not a false alarm.

In doing so, we aim to significantly reduce attendance and realise the following benefits:

- False alarms will no longer lead to people becoming complacent when they hear them.
- Businesses will gain productive time that was lost due to false alarms.
- We will not be diverted from other emergencies, training and prevention and protection work.
- Less risk on our roads as there will be less blue light responses, which can lead to road accidents.

In order to prepare for this change internally, our UFAS Incident Procedure was updated to reflect the changes to how we respond. A series of staff engagement sessions were delivered, and informative resources were shared with stakeholders. A training package was made available for all staff to access.

Externally, a virtual stakeholder event was held in February 2023. Additional engagement sessions, delivered to targeted stakeholders across a broad spectrum of organisations, were carried out by local management teams and our UFAS champions. This local, targeted engagement was supported by a national communications campaign.

¹ Now known as His Majesty's Fire Service Inspectorate for Scotland



OUTCOME TWO:

COMMUNITIES ARE SAFER AND MORE RESILIENT AS WE RESPOND EFFECTIVELY TO CHANGING RISKS

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 2, 3 & 7

99,532
INCIDENTS ATTENDED

Our key role will always be to respond to fires and other emergencies. During 2022/23 we responded to 99,532 incidents across the country.

In order to respond effectively we often have to adapt to changing risks and strategically decide how best to use our resources to ensure we can continue to provide the best service we can to communities.

RESPONDING TO RISK

Our Service Delivery Model Programme (SDMP) began in April 2019 with the overall aim to inform an analysis of risk across Scotland's communities. These reviews will identify where 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 projects: development of a Community Risk Index Model (CRIM); a Station and Appliance Review using the CRIM; and a Review of Demand Based Duty

Systems that seeks to match, where and when appropriate, operational resources to risk and demand.

During 2022/23, the programme continued to develop core elements such as the CRIM, whilst reviewing our operational response footprint. The CRIM is a tool which will provide an accurate and dynamic assessment of known and predicted risk across the country, within the fire and rescue service operating model. Following preparation work, built and natural environmental risk was added to the existing human risk assessment within the CRIM in October 2023. This will result in a revised, and holistic, risk metric (very low to very high) for each of the 6,976 data zones across Scotland.

During the reporting period, the CRIM was actively considered when evaluating potential change scenarios, such as the proposed temporary removal of appliances at selected locations across Scotland.

The three projects completed their development phase in September 2023 and the programme outputs will provide risk-based change methodology for any change options moving forward. These outputs will inform an evidence-based, data led approach to ensure we have the right resources, in the right place, at the right time.





PROVIDING THE RIGHT EQUIPMENT

There's no doubt that we need to provide the right resources in the right place to provide Scotland with an efficient and effective emergency response service. Equally as important is ensuring that our firefighters have the right equipment and vehicles to carry out their varied role and to keep them safe.

During 2022/23, the following changes to vehicles, equipment and infrastructure were made:

- **Fire Hoods** – following the Grenfell Tower enquiry, we introduced Escape Hoods and Smoke curtains. The hoods help members of the public access clean air, reducing any chances of smoke inhalation while they are being rescued, or escaping, from incidents. Smoke curtains are used to stop the spread of smoke to an escape route and help firefighters rescue people from fires, particularly in high-rise buildings.

£100,000
PUT TOWARDS **60** THERMAL
CAMERAS

- **Thermal imaging cameras** – a project to standardise thermal imagery equipment commenced in 2022/23 with a £100,000 investment to purchase 60 thermal imaging cameras for our frontline appliances across SFRS. These will be deployed in 2023/24, followed by a further £100,000 invested into thermal imaging equipment.

104
POWERED RESCUE EQUIPMENT
SETS WERE DISTRIBUTED
+30 FOR NEW APPLIANCES

- **Battery Powered Rescue Equipment** – in order to prevent high pressure injection injuries, we are replacing hydraulic rescue equipment with battery powered equipment, with approximately £6million being invested in this equipment since 2020. In 2022/23, 104 battery powered rescue equipment sets were distributed, with an additional 30 included with new appliances.

15
MEDIUM WEIGHT APPLIANCES
EXPECTED IN 2023/24
+5 MORE IN 2024/25

- **Medium Weight Rescue Pumps** – 15 new medium weight appliances are expected to be delivered across the Service in 2023/24, with five more expected in 2024/25, dependent on delivery schedules. These units have been specifically designed to allow a fully capable and equipped Rescue Pump on a smaller vehicle, and to operate within the rural and remote areas of the Service.
- **18-Tonne Rescue Pumps** – seven new 18-Tonne Rescue pumps were delivered. Our existing Rescue Pump contract has allowed us to purchase over 90 units over the last five years and replace the majority of the appliances in wholtime stations across the Service, including those in the new low emission zones introduced across Scotland to ensure they are compliant with the new emission requirements.



7 NEW 18-TONNE RESCUE PUMPS WERE DELIVERED

- High Reach Appliances** – options were agreed to remove older High Reach Appliances and to reduce the number being used as both pumping and a High Reach resource combined. Although still used in a range of operational activities, the use of these appliances to conduct rescues from fire is relatively rare and a fleet of staffed dedicated height appliances complementing more agile pumping appliances therefore offers a more effective model, whilst still leaving sufficient provision should they be called upon. During 2023/24, we will reduce the number of these appliances from 25 to 16 initially (and ultimately 14) which will also help reduce our capital backlog. This work will be carried out in conjunction with the temporary appliance withdrawal initiative, to minimise the impact on staff changes.
- Wide Area Network** – the replacement of our Wide Area Network (WAN) was completed, improving bandwidth and reliability to all SFRS locations. The WAN supports all connectivity to Community Fire Stations, including our mobilisation systems. The replacement will deliver significant savings against the previous provision.

PROVIDING THE RIGHT SKILLS AND TRAINING: THE INCREASING THREAT OF TERRORISM

Ensuring that our firefighters are trained is critical to effective service delivery and protecting the safety of our firefighters. As well as carrying out our many scheduled internal training courses, we worked in partnership with London Fire Brigade to deliver a National Interagency Liaison Officer (NILO) course to Tri Service partners. Our NILOs advise and support Incident Commanders, police, medical, military, and other government agencies at major incidents on the SFRS's operational capacity and capability to reduce risk and safely resolve incidents.

We delivered the Joint On-Scene Incident Command training through a collaborative approach with Police Scotland and the Scottish Ambulance Service. This embedded the doctrine of the Joint Emergency Services Interoperability Principles

(JESIP) and through this integrative training, provides significant benefits for shared understanding in partnership working at incidents.

We worked with Police Scotland and the Scottish Ambulance Service to jointly review the recommendations of the Manchester Arena Inquiry to identify common areas of work relating to the multi-agency joint doctrine, preparation and communication. This work is ongoing and is being co-ordinated by the Scottish Multi-Agency Resilience Training and Exercise Unit.

As well as training for terrorist attacks, we increased our response capability to Marauding Terrorist Attacks by introducing a 24/7 Flexi Duty Officer response who are trained to operate in the warm zone.

As members of the Emergency Services Training Collaboration Group, we continued to identify areas where blue light partners can collaborate in the delivery of training. Three key areas continue to be explored throughout 2023/24: Incident Command; Driver Training; and Specialist Rescue. This workstream has already seen the delivery of tri-service collaboration in Emergency Response Driver refresher training and Breathing Apparatus training.

PROVIDING THE RIGHT SKILLS AND TRAINING: CASUALTY CARE

Substantial work also took place to ensure that our staff have access to the required policies, procedures, training and equipment for the provision of casualty care.

Our primary role continues to be a fire and rescue service; however, we do assist partner emergency services in a range of duties. In both roles, our operational staff could be reasonably expected to deal with casualties and patients. As such, the Service has a corporate responsibility to ensure all reasonable measures are in place to safeguard the safety of patients, casualties and our own staff.

The SFRS is not an ambulance service and therefore does not have the necessary required clinical expertise for all aspects of clinical governance. Consequently, the Service relies on the SAS for some aspects of its clinical governance.

Throughout the year, we worked closely with the SAS and: developed a Memorandum of Understanding (MoU) and Service Level Agreement (SLA) between the two organisations; implemented an Operational Clinical Governance Structure; reviewed internal casualty assessment and care courses and the national training standard for casualty care; enhanced our digital learning material; and reviewed some of our trauma equipment.



OUTCOME THREE:

WE WILL VALUE AND DEMONSTRATE INNOVATION ACROSS ALL AREAS OF OUR WORK

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 3, 6 & 7

Photograph by Chris Watt



Innovation is about new processes and new ways of doing things. It allows us to look at the equipment we use or the services we provide and renew or update them by applying new processes, techniques or implementing new ideas that lead to improvement and modernisation.

To help us promote and embed a culture of innovation, we joined the Innovation Exchange where we met with partners from NHS, Police and Ambulance to discuss and share innovation themes, practice and experience. This will help develop our approach to innovation, research and development going forward.

During 2022/23, we have worked alongside partners on a range of modernisation initiatives including Smart Helmets, Digital Fireground Radios, Virtual Reality Driver Training, the Emergency Services Mobile Communication Programme and the On Call Improvement Programme.

SMART HELMETS

During 2022/23, we supported the development of an Artificial Intelligence (AI)-empowered Smart Firefighting Helmet. Researchers from the National Robotarium, a world leading centre for robotics and artificial intelligence, hosted by Heriot-Watt University and the University of Edinburgh, have developed the equipment. The helmet uses cutting-edge AI to provide wearers with real-time information that can help detect casualties, recognise Breathing Apparatus wearers, navigate hazardous environments and provide an accurate understanding of their own location.

We supported the National Robotarium research team by providing access to our training facilities at Newbridge to allow the helmet to be tested under fire conditions. Wearing the equipment in different conditions and scenarios allowed our staff to provide feedback to the developers. Further developmental field trails are planned for 2023/24.





DIGITAL FIREGROUND RADIOS

Over the reporting period, we carried out a procurement exercise for digital fireground radios which will replace existing analogue radios used on the incident ground. The new radios will improve fireground communications and contribute to the safety of firefighters. The three-year roll-out programme began in September 2023.

VIRTUAL REALITY TRAINING

As well as using Virtual Reality headsets as part of community safety initiatives for Road Traffic Collision partnership engagement activities, we are also using it to ensure that we can achieve the anticipated Emergency Response Driving legislation changes by exploring opportunities to develop Virtual Reality Simulator technology. Alongside Police Scotland and the Scottish Ambulance Service work began in November 2022, to research the use of Virtual Reality simulation as part of the driver training pathway.

This work, which will continue throughout 2023/24, has been supplemented with the introduction of the Emergency Response Driver (ERD) reassessment model. Developed in partnership with Police Scotland, and through engagement with staff and Trade Union Bodies, the model saw an increase in candidates being assessed daily from one to two, with a resultant twofold increase of the number of ERD reassessments being completed.

The re-assessment model will create significant efficiencies across the Service and increase the capacity of driving instructors to complete additional driver training courses to support firefighter safety and operational availability.

Following a period of evaluation, we hope to increase the number of assessments again from two to four per day, further increasing efficiencies and capacity across our driver training team.

EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME

The Emergency Services Mobile Communication Programme (ESMCP) was established to deliver new communications services to replace the current Airwave system. The new service will be called the Emergency Services Network (ESN) and will be used for emergency services critical communications. We have been involved in the ESMCP since its inception, working with emergency services partners, Scottish Government (as sponsor of the Programme in Scotland) and the Home Office as owners of the Programme itself, to prepare for the implementation of the ESN.

There have been significant delays to the delivery of the programme, however, the physical network is now mostly built out. During 2022/23, we worked with the programme to develop an early implementation of ESMCP fixed-vehicle devices to provide connectivity to our fleet whilst mobile, providing live data to crews on route and on the incident ground. The proposal has been endorsed by the Programme and Scottish Government and, assuming funding is confirmed by Scottish Government, is expected to commence implementation towards the end of 2023.



ON CALL IMPROVEMENT PROGRAMME

Innovation isn't just about the use of new technology, it's also about looking at new ways to approach things to help improve processes and outcomes. A good example of this can be seen through the work of the On Call Improvement Programme.

The Programme, developed in November 2021, has carried out significant work to address the ongoing challenges of recruiting and retaining this critical group of firefighters.

Our attraction and recruitment processes were reviewed, and a number of improvements were implemented, including new SFRS national branding and adoption of On Call nomenclature. Application forms were replaced with a self-selection tool, followed by face-to-face local suitability meetings as part of the newly introduced Pre-Recruitment Engagement Programme (PREP) which guides and supports potential candidates ahead of the required selection tests.

Numerous pilots have been launched to enhance our On Call ways of working both in terms of operational response and across our different duty systems. Examples include migration of On Call staff to wholetime, bank rostering to support On Call availability and combined mobilisation of crews.

Although there have been demonstrable improvements introduced and piloted to evolve and inform future opportunities, an On Call Programme Recommendation Report was developed which includes 43 recommendations for continued improvement. The report will be reviewed during 2023/24.



OUTCOME FOUR:

WE RESPOND TO THE IMPACTS OF CLIMATE CHANGE
IN SCOTLAND AND REDUCE OUR CARBON EMISSIONS

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 2, 4, 5 & 7



EXTREME WEATHER AND WILDFIRES

As climate change continues to accelerate, we have continued to be on the front line in responding to the impacts of climate change in Scotland, including extreme weather events which have led to flooding and wildfires.

Wildfires can have a devastating impact on the environment. In April 2023, one such incident is estimated to have burned the second-largest amount of area on record for UK

THE BIGGEST WILDFIRE
IN THE UK AFFECTED

3,500
HECTARES IN LOCHABER

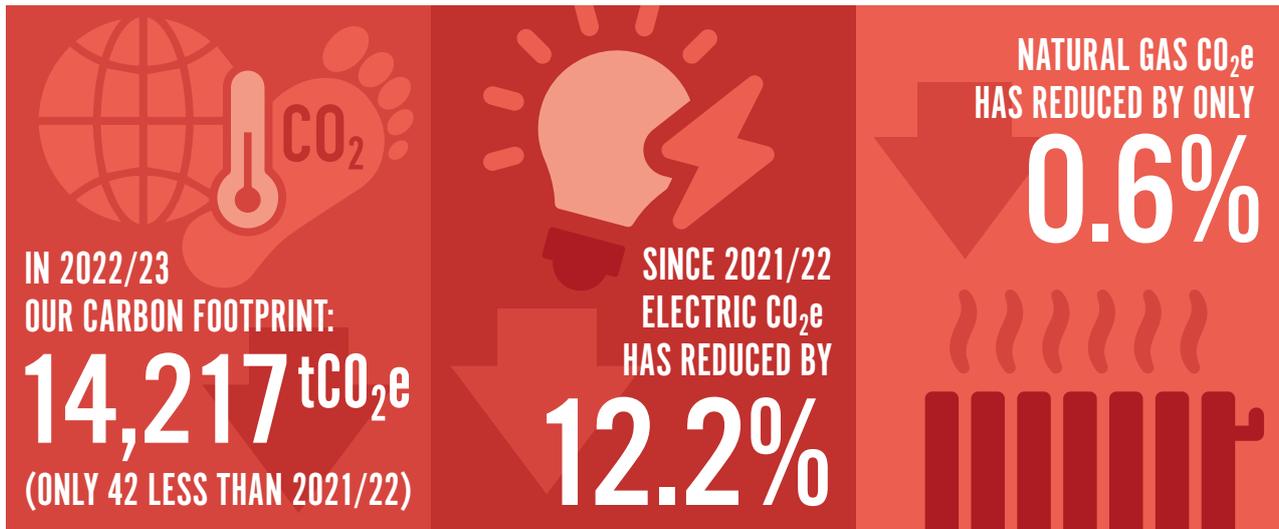
wildfires. According to records from the European Forest Fire Information System, it is estimated that around 3,500 hectares were affected by fires in Lochaber, making it the biggest wildfire in the UK since 2008.

We continued to deliver our [Wildfire Strategy](#) to develop and enhance our wildfire capability, including significant investment in vehicles and training to ensure firefighters have the tools they need to manage wildfires effectively and safely.

We identified 25 dedicated wildfire stations and a range of vehicles and equipment was procured including: dedicated Personal Protective Equipment (PPE) ensembles; all-terrain vehicles; 4 x 4 vehicles and trailers; and additional support vans. We experienced some delays with vehicles and equipment due to global supply issues. Training continued at our specialist stations and additional staff are on a development pathway to supplement the existing wildfire cadre. The Wildfire Tactical Advisor capability will also see a minimum of 12 Wildfire Tactical Advisors providing specialist advice across the country.

25 DEDICATED WHOLETEIME STATIONS





Prevention forms a key part of our Wildfire Strategy and a wildfire campaign was run in Spring 2023. Template activities were provided to all community fire stations to promote wildfire safety messaging and to help create further partner engagement. National social media channels were also used to promote wildfire messaging. We continued to work with 'Fire Break Services' to ensure that Wildfire Danger Assessments (warnings) were distributed widely and brought to the public's attention through promotion by SFRS media and mainstream media channels.

We continued to Chair the Scottish Wildfire Forum where partnership was a key focus with a wide range of agencies and landowner groups such as the Cairngorm National Park Authority and Local Authority Access Rangers. Forum members, including SFRS, NatureScot, the Scottish Gamekeepers Association and Scottish Moorland Groups, introduced a Muirburn Practitioner Foundation training module. The course is designed for those who take part in land management activities that use fire as a tool.

REDUCING OUR CARBON FOOTPRINT

As well as responding to the impacts of climate change, we are committed to reducing and limiting our own carbon emissions.

Our carbon footprint for the 2022/23 financial year was calculated at 14,217 tonnes of Carbon Dioxide equivalent (tCO₂e). This is 9,109 tCO₂e lower than the carbon footprint of the 2015/16 Climate Change baseline year. However, it is only 42 tonnes lower than 2021/22. As a result, we have missed our 2022/23 reduction target by 333 tCO₂e. Our target of reducing emissions by 60% from our 2015/16 baseline by 2030 requires us to find savings of 1,400 tCO₂e each year.

Our carbon emissions are split into three primary sources: electricity use in our buildings; burning natural gas for heating and hot water; and fuel for our fleet.

During 2022/23 the CO₂e emissions derived from our electricity use reduced by 525 tCO₂e (12.2%), when compared to 2021/22. This was driven by the [Carbon Management Plan](#) projects that have been delivered across our estate in recent years and behavioural change initiatives that have been driven across the Service.

The CO₂e emissions that are derived from natural gas use reduced by only 30 tCO₂e (0.6%) in the last 12 months. There are several reasons that these emissions have not reduced as significantly as our electricity derived emissions. The primary reason was that our 74 Wholtime stations are our most energy intensive buildings and their heating and hot water is provided by gas fuelled boilers. As the winter of 2022/23 was considerably colder than 2021/22, these boilers were burning more gas to heat the buildings. In addition, the works associated with replacing these gas boilers with low carbon alternatives is complex and expensive.





OUR FLEET

EMISSIONS INCREASED BY

378 tCO₂e

(DESPITE 170 NEW
ELECTRIC VEHICLES)

The final and most problematic source of our carbon emissions is our fleet, specifically our fire engines. During 2022/23, our fleet derived emissions increased by 378 tCO₂e, despite the introduction of over 170 electric vehicles in our light fleet. Despite the introduction of our first electric powered fire appliance, there is currently not a readily available low carbon solution for our diesel fuelled fire engines, and that their use is driven by operational requirements, we are limited in what we can do to reduce these emissions.

As a result, operational activity drives our carbon emissions when it comes to fleet fuel use, and we are limited in what we can do to mitigate this. The forthcoming changes to how the Service respond to Unwanted Fire Alarm Signals will have a positive impact upon our emissions and it is expected that the number of unnecessary journeys made by appliances will reduce significantly.



Carbon Management Plan Projects delivered in 2022/23

An update on some of our carbon reduction initiatives can be found below:

- **Roof mounted solar photovoltaic (PV) panels** – we delivered a programme of roof mounted solar PV panels on 33 of our community fire stations. The panels provide renewable energy for the stations, reducing consumption of grid sourced electricity and the site's carbon footprint. The combined generation potential of the systems totals 332 kWp.

ROOF SOLAR
PV PANELS
MOUNTED AT **33** COMMUNITY
FIRE STATIONS

- **Building heating controls** – we installed and upgraded building heating controls on 30 stations across Scotland. The new systems allow us to remotely monitor, zone and control building heating, whilst improving local control and comfort levels for the building users. The improvements will significantly reduce the volume of energy used to heat each of the stations, reducing each site's carbon footprint and associated energy costs.

HEATING CONTROLS
WERE INSTALLED
OR UPGRADED IN

30
STATIONS

- **Waste Management** – we published our Waste Management Strategy 2022-25. The document aims to work towards becoming Zero Waste by focussing on waste prevention and reuse options by embedding a circular economy approach, as well as improving our recycling rates. By introducing the Strategy, we hope to see: a 5% annual reduction in scheduled waste from wholtime fire stations and corporate sites going to refuse derived fuel or landfill by 2025; a 100% utilisation of food waste bins across wholtime fire stations by 2023/24; and an increase in recycling rates across the Service from 40% in 2020 to 45% by 2025.



- Energy efficiency packages** – we continued our programme of On Call fire station energy efficiency upgrade packages. These included a replacement of gas fuel boilers with electric alternatives, heating control upgrades, insulation improvements and roof top solar PV. The measures offer a holistic approach to decarbonising the stations by removing fossil fuelled heating whilst also improving the building's energy efficiency, providing renewable energy and improving the control of the heating locally and remotely.
- Electric Vehicle (EV) Infrastructure** – we secured several grants to assist in the funding of our EV infrastructure contributing towards the aim of transitioning to net zero and have raised instruction for 90 sites. We commissioned our first electric powered fire appliance with funding from Transport Scotland. The vehicle will have the same capability and equipment as the diesel model, but it is estimated that it will reduce emissions by 66% compared with the diesel appliance. The prototype will go on the run in Cambuslang at the end of 2023 following radio installation, pre-delivery inspection and driver training.

Although proud of the work that has been carried out throughout 2022/23, we need to do more if we are to achieve our commitment of achieving net zero carbon emissions by 2045. Since we published our Carbon Management Plan 2022-25, we have been successful in applying for grant funding totalling just under £2 million from the Scottish Government's Public Sector Decarbonisation Scheme. This, combined with £1 million of internal investment, funded the above projects.

However, at the end of year three of the Service's [Carbon Management Plan](#) our current total investment to date is £7,879,000, which is significantly below our original planned investment of £27,489,374. When our Carbon Management Plan 2020-25 was drafted in early 2020 the total estimated value of the projects outlined within it amounted to £48,381,426. Due to significant inflation in the intervening period this initial total is now some 20% below the real terms' investment required to deliver the same projects, further risking the achievement of our planned reduction targets within prescribed timescales.

OUR FIRST
ELECTRIC
 POWERED FIRE APPLIANCE

66% LESS EMISSIONS THAN
 A DIESEL APPLIANCE

£7,879,000

TOTAL INVESTMENT TO DATE TO DELIVER
 OUR CARBON MANAGEMENT PLAN



OUTCOME FIVE:

WE ARE A PROGRESSIVE ORGANISATION, USE OUR RESOURCES RESPONSIBLY AND PROVIDE BEST VALUE FOR MONEY TO THE PUBLIC

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 5 & 7

As a public sector organisation, we are committed to managing our finances responsibly to ensure that we provide the best value for money to the public.

RESOURCE SPENDING REVIEW (RSR)

Since the publication of the Scottish Government's RSR in May 2022, which indicated a flat cash budget for resource and capital spending for the period 2023/24 to 2026/27, and the subsequent additional funding awarded by Scottish Government for 2023/24, we have continued to review the funding available to us and the changes we require to make to achieve our required savings.

Planning work began, under the Strategic Service Review Programme (SSRP), to develop a package of 2023/24 change proposals for the Service. The changes will identify how we need to change as a Service to achieve the Outcomes of our Strategic Plan 2022-25 and our Operations Strategy 2022-32, whilst seeking to address the significant financial challenges we will face over the RSR period.

MANAGING MAJOR CHANGE

We anticipate a number of new major change projects over the coming years and it's crucial that we manage these projects effectively and efficiently to ensure they deliver against their objectives and realise anticipated benefits.

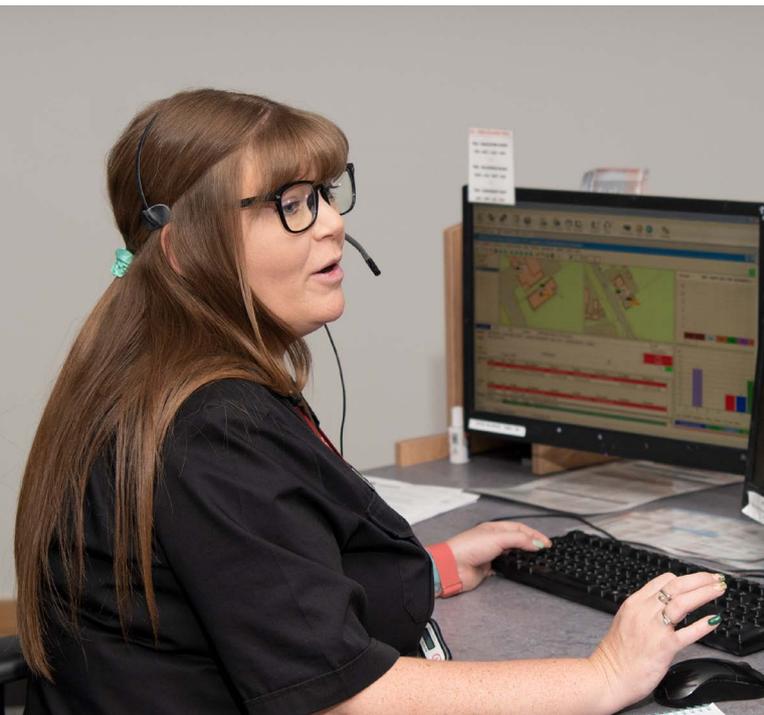
During 2022/23, extensive work has been carried out by our Portfolio Office to review and update existing practices to ensure improved governance of projects, and to build effective project management methodology that fits the needs of the SFRS. As a result, the following resources were developed:



Strategic Prioritisation Model

Provides a structured, consistent approach to decision making in relation to complex change initiatives that align with SFRS strategic priorities. By using this structured approach, we can ensure the right projects are being prioritised to maximise alignment to strategic priorities, whilst also ensuring public funds are being used to deliver an effective public service efficiently.





Business Change Lifecycle and Change Portfolio Governance and Assurance

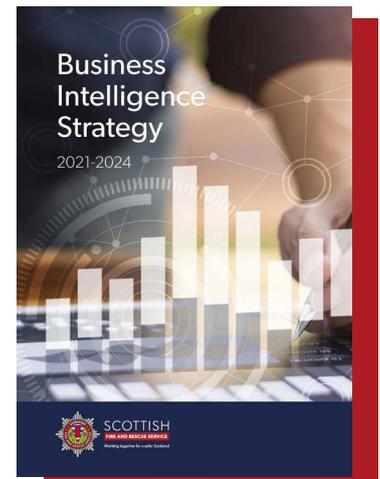
The Business Change Life Cycle was fully implemented with an accompanying governance model. These both enable a consistent and repeatable approach to the identification, evaluation and prioritisation of change within SFRS. Governance proposals were put into effect and provide greater levels of scrutiny for each programme of work. Improving the governance structure for major change allows for higher success rates and return on investment for projects, ensuring best use of public funding.

Benefits Management Framework

A four-stage Benefits Management and Realisation Toolkit is being implemented to support the prioritisation of major change projects and the realisation of investment value for SFRS. All new intake projects added to the Change Portfolio in 2023/24, and beyond, will be aligned to the benefits management process. This framework captures and reports lessons learned during the closing stages of all projects. Evaluating change in a standardised approach will allow us to capture lessons learned, understand performance and measure success of change initiatives. Work is underway to digitise this process to deliver robust evaluation for change management initiatives.

DATA AND BUSINESS INTELLIGENCE

Whilst planning for change it's important that we use data and business intelligence to support evidence-based decision making. Our [Business Intelligence Strategy](#), published in 2021, aims to develop a strategic approach to the alignment of systems and the collection of data to enable better analysis. This will provide improved insights and evidence on which to plan for the future and deploy limited resources.



We continued to deliver against the priorities of our Business Intelligence Strategy. Of the 12 priorities identified, six were progressed through the adoption of a new business analytics solution, 'Power BI'. This comes as a further extension to the Service's adoption of Microsoft Office 365 integrating with other MS applications in use.

The staged rollout of Power BI began in July 2022 with the release of two products, with a further five provided by the end of March 2023. These products now actively support regular performance management, governance and scrutiny, as well as day-to-day activity and decision making.

Several more products are in late-stage development and user testing, with these further rollouts planned during 2023/24, which focus on improving the management of key governance information relating to planning, performance and risk. Integrated reporting across the Service will support scrutiny, aid decision-making and the delivery of an improved Service.

Work also took place to develop data literacy skills amongst our staff. In November 2022, work began to plan a Data Literacy conference to help bring to life a data-literate workforce. The week-long conference, held in May 2023, saw one of the world's experts in Data Literacy, Jordon Morrow, speak to three key areas of data literacy. The event helped staff understand the world of data, its purpose, and how they can become more data-driven in their current roles. Discussions took place on emerging technologies such as Artificial Intelligence (AI) to consider how we can all become more empowered through future developments using AI.



OUTCOME SIX:

THE EXPERIENCE OF THOSE WHO WORK FOR SFRS IMPROVES AS WE ARE THE BEST EMPLOYER WE CAN BE

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 4, 6 & 7

As an aspirational employer, we will aim to attract and retain the best people to deliver our services to the public by adopting Scotland's Fair Work approach that defines work that offers effective voice, fulfilment, opportunity, respect and security.



As at 31 March 2023, we employed 7,619 members of staff; 86% of staff were male; and 14% were female.

SCOTLAND'S FAIR WORK APPROACH

A review of the Service's partnership working arrangements concluded in 2022/23 resulting in a refreshed Working Together Framework being agreed with each of our recognised representative bodies. This ensures we continue to have effective channels for employee voice and partnership working.

The SFRS Employee Engagement Framework was developed and communicated, with an initial Agile Working Survey being launched. Planning for the next service wide Staff Survey has commenced, with the survey due to take place in early 2024.

Stakeholder workshops to enhance our job evaluation arrangements and Reward and Recognition Strategy for support staff took place to help address recruitment and retention challenges being experienced as a result of the highly competitive external labour market. A range of measures are being progressed, including promotion and review of market allowances; review of approach to incremental progression and development pay; and improvements to the Service's approach to the evaluation of support staff roles. We have continued to develop our employee benefits package to ensure this meets individual needs and remains attractive, which will include a number of additional benefits being added in the first half of 2023/24, including Green Car and Salary Finance Schemes.

We reviewed the Pay Gap between male and female employees, as well as those experienced by employees from the Black and Ethnic Minority communities and employees with a disability. The pay gap between male and female employees has fallen consistently since the creation of the SFRS and in December 2022 was recorded as being 2.98% in favour of women. This acknowledges the strong representation of women in senior positions within our support staff structure and the gradual, sustained increase in the number of women in





IN DEC 2022,
THE PAY GAP WAS
2.98%
IN FAVOUR OF WOMEN



uniformed roles. The pay gaps between employees from the BAME communities or with disabilities was equally positive, these being recorded at 2.66% and 7.93% in favour of these employee groups respectively.

FURTHERMORE, IT WAS

2.66%
IN FAVOUR OF STAFF
WITH DISABILITIES

&

7.93%
IN FAVOUR OF
BAME STAFF

The SFRS Recognition Scheme launched in April 2022 and during 2022/23 a total of 580 nominations were received, resulting in 126 employees receiving a recognition award and a further 322 employees receiving recognition via a thank you card.

126
EMPLOYEES RECEIVED A
RECOGNITION AWARD



EQUALITY AND HUMAN RIGHTS

Whether it's in our employment practices or in the services we provide, our commitment to equality, diversity and human rights is an important part of our working culture. We believe that everyone should be treated with dignity, respect and consideration, and that all our employees have a role to play in delivering this important agenda.

Photograph by Kiera Burns



During 2022/23, we delivered a wide range of activities, evidenced in our formal reports, against our statutory equalities' obligations:

- Prepared a Mainstreaming Report and provided an update on the progress against our Equality Outcomes.
- Prepared a Gaelic Language Plan.
- Renewed and published our Corporate Parenting Plan.
- Reported on our Children's Rights responsibilities.

To support delivery of the Service's refreshed approach to Positive Action, a toolkit for local recruitment campaigning was developed. Working in partnership with the East, North and South Ayrshire Area, features of the toolkit were piloted including:

- An introduction guide outlining the principles and business benefits of using positive action initiatives in recruitment, development and promotion.
- A guide to hosting in-station open days with positive action recruitment features.
- A guide to supporting resources to attending community and/or careers events.
- A guide to engaging with underrepresented groups.
- Resources for schools, career advisors and SFRS staff presenting at schools on career opportunities within the SFRS to support a broader understanding of the role of a firefighter and the wide range of other career opportunities available. This aims to address perceived barriers and stereotypical views of what working within the Fire Service may entail at an early stage in young people's lives.



THE PROVISION OF SUITABLE FACILITIES

As well as attracting a workforce that is representative of Scotland, we have continued to work to try to provide our people with the dignified work facilities that they deserve. During 2022/23 work continued in Inverness Community Fire Station to reconfigure and refurbish the site in line with Standardised Station Design. The works, completed in August 2023, included new dignified toilet and washing facilities supplying the provisions required by staff and preventing contamination from fire being spread throughout the building.

Reconfiguration and refurbishment work also took place at McDonald Road Community Fire Station in line with our standard station design and included the provision of contaminant control; creation of a local hub; and facilities to accommodate Scottish Ambulance Service staff, vehicles and equipment to enable a city centre response.

Building work to deliver the Cambuslang Asset Resource Centre (ARC) was completed and the site became operational in Summer 2023. The new ARC amalgamates the Glasgow Fleet workshop, which is in a poor condition and scores very low in terms of suitability, with the Hamilton Equipment stores. This facility also has office accommodation for some of our staff.

Additional projects which are currently at design stage to modernise our property estate include: Dingwall, Galashiels, Newcraighall and Salen Community Fire Stations.

We do, however, still have substantial work to do to bring our estate up to standard. 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.

HEALTH, WELLBEING AND SAFETY

The health, wellbeing and safety of our staff will always be a priority. During 2022/23, the following work has been undertaken to safeguard physical and mental health:

Wellbeing Management System

A new system was implemented to provide more efficient management of care for SFRS staff and improved performance reporting capabilities. Enhanced scrutiny of data will help us identify emerging wellbeing trends, ensuring effective care and support services can be provided to staff.

Wellbeing Assessments

Additional resources were secured to address the backlog of wellbeing assessments. A robust program of planning was introduced, and 100% compliance with the delivery of medical and fitness assessment programmes was achieved. This helped ensure that all staff were fit to undertake their roles and that the Service is fulfilling its statutory obligations.

Physiotherapy Service

Approval to introduce this in-house service was granted and two physiotherapists were appointed. This will enable better support for staff suffering from musculoskeletal injuries, one of our leading causes of absence, and allow occupational health and fitness practitioners to work collaboratively to provide effective care.

Asbestos

Firefighters are licensed asbestos workers. A further scoping exercise for provision of asbestos medicals was carried out to fully inform an options appraisal.



165

**VOLUNTEERS TRAINED
TO OFFER MENTAL
HEALTH SUPPORT**

Mental Wellbeing Champions

165 volunteers were trained to offer mental health peer support to colleagues. The champions are now sharing and promoting our wellbeing campaigns and initiatives at a local level. The intent of this programme is to improve signposting to mental wellbeing support services for employees who are in need. Since the programme began, an increased number of staff have accessed wellbeing support services after being signposted by Wellbeing Champions.

Management of Contaminants

Emerging research by Professor Anna Stec from University of Central Lancashire (UCLan) signals that firefighting has been reclassified as a carcinogenic occupation. In collaboration with the Fire Brigades Union (FBU), we will determine the Service's response through the work of a SFRS Contaminants Group.

The group was responsible for the review of the research and completion of a gap analysis against current SFRS arrangements. A Contaminants Policy and Operational Guidance and Contaminants Management Arrangement were developed and will introduce robust procedures to mitigate the risk of harmful fire effluents.

We will continue to engage with Professor Stec and representatives from the Fire Brigades Union to progress a joint approach to the management of contaminants, with particular focus on the development of a recording system and for staff to record any exposure to fire contaminants; the wider roll out of station zoning arrangements; and the progression of trials of health screening/surveillance.

LEARNING

We look to ensure that our staff have the required skills, knowledge and capability required to meet the organisational needs now and in the future.

During 2022/23, we implemented a new online Learning Needs Analysis system. The benefits of the programme have already been seen with improvements in the quality of data, reduced analysis time and dashboard presentation of the Service's learning requirements. Implementation of quarterly learning and development engagement has enabled the SFRS to review and prioritise resources to meet current learning needs as well as gather insights to inform and prepare for future skill requirements.

Focus has continued on the development of management and leadership capability with the launch of development programmes at Supervisory and Middle Management level. These programmes enable our managers to develop their leadership style in line with our values, build high performing teams and better position the SFRS for success through improved productivity and better decision making.

Two cohorts of the Supervisory and Middle Manager programmes were delivered and are being evaluated to inform future management and leadership programme rollout.





OUTCOME SEVEN:

COMMUNITY SAFETY AND WELLBEING IMPROVES AS WE WORK EFFECTIVELY WITH OUR PARTNERS

DELIVERING AGAINST THE FIRE AND RESCUE FRAMEWORK FOR SCOTLAND PRIORITY 1, 5, 6 & 7

Teamwork is one of our core values and we acknowledge the wide-ranging benefits partnership working can bring.

Throughout this report there are examples of how partnership and collaborative working allowed us to deliver more for the people of Scotland. We also publish '[SFRS Working in Partnership](#)', an annual publication dedicated to recognising the great work we carry out alongside partners to deliver more for the people of Scotland.

During 2022/23 we published the second 'SFRS Working in Partnership'. This document features some of the wide-ranging partnership and collaborative activities that have taken place throughout 2022 and highlights opportunities to share innovation and best practice throughout the SFRS.

The report provides examples of over 70 active partnerships where we work together to provide benefits for the people of Scotland and potential savings for the Service through shared resources. A selection of some of the initiatives in this report are below:

BEREAVEMENT AFTER SUICIDE

Our Stirling, Clackmannanshire and Fife Community Action Team worked in partnership with the Suicide Prevention and Workplace Team from Fife Health and Social Care Partnership after losing a colleague to suicide.

We highlighted a need for both immediate and longer-term support and the initiative included a 'series' approach to support from immediate signposting to services through to awareness raising and prevention.

The campaign included a digital toolkit exploring workforce mental wellbeing; a traumatic incident framework to guide employers to develop contingency plans to support workers and business continuity in traumatic instances at work and a lived experience case study. All the campaign resources are available online and videos uploaded onto our Learning Content Management System for our staff.

SUPPORTING THE VULNERABLE WITH HOME ENERGY SCOTLAND

As part of our partnership approach to reach and support vulnerable members of the community in the Highland, Western Isles, Orkney and Shetland areas we undertook a pilot project with Home Energy Scotland, via the Warmworks team.

We provided training to Warmworks staff, including input on identifying fire risks within a house and how to refer those identified as being at risk to SFRS through the Community Safety Engagement Tool referral portal.

As part of this partnership approach, Highland, Western Isles, Orkney and Shetland SFRS staff have received training from Warmworks on recognising 'cold' homes, the eligibility





criteria for receiving assistance with heating and insulation, and input on the Warmworks referral portal to allow direct referral to the Warmworks team.

In 2022, training was provided to 10 Warmworks team members and 14 members of SFRS staff, ensuring we can work together to help the most vulnerable stay safe and warm in the area.

AYRSHIRE DEMENTIA FRIENDS

Following a visit to an elderly gentleman with dementia, our crews from Kilmarnock Community Fire Station identified a need to learn more about the condition. Local charity Dementia Friends were on hand to provide dementia awareness sessions to our teams and local elected members who were invited to attend. These informative sessions included a guest speaker who has dementia. Alan provided his personal story of what it is like to live with the illness and what challenges he encounters every day in life.

Following the events, crews are better equipped with the knowledge of dealing with a person who has dementia and can make referrals through our usual pathways to get early intervention and support in place. Most importantly they have the knowledge and ability to support people with inequalities in our community and support the vision of Scottish Government of people being able to live in their own homes longer and better supported.

We have forged a partnership with Dementia Friends and have committed to attending events to speak with people who have dementia and their carers and offer our support in terms of Home Fire Safety Visits. Kilmarnock's Community Garden was also offered as a place where the charity could visit as safe, outdoor, healthy green space.

Plans are in place to expand the dementia training and awareness for the additional 26 Stations across the Area, with specific engagement each year on World Alzheimer's Month.



THE WALLACETOWN INITIATIVE

The Wallacetown initiative aims to concentrate on the negative causes impacting on people's lives and give local people more opportunities for a brighter future. The 'Team Around the Community' in Wallacetown includes a SFRS Community Safety Officer, Local Authority Housing Officer, Anti-Social Behaviour Officer, NHS Health, Police Scotland, Home Energy Scotland, SAC Information and Advice Hub, school staff and other local charity and voluntary organisations.

Many of these individuals work from a shared office in Wallacetown to improve how they work together and make them more accessible. Others attend meetings when required or the twice weekly food bank.

A number of groups have been set up to encourage people to come out of their homes during the day and meet others living in their community. Groups include a supporting coffee and chat; arts and craft; gardening; up-cycling; and litter-picking. All of which provide more things for young people to do including fun days, girls' group, dance and sporting activities.

Other initiatives being carried out in the area include a SFRS and Police Scotland Partnership initiative which involves knocking on every door in the Wallacetown area to advise they are the local community officers, discussing the groups that are on in the area and invite householders to attend. They also offer help and support when required. SFRS and Police Scotland also partner up for welfare visits when Home Fire Safety Visits or Police Scotland visits require to be carried out.

We work closely with South Ayrshire Wellbeing Officers, South Ayrshire Alcohol and Drug Partnership, Thriving Communities, and Third Sector organisations to collectively support Police Scotland with their 'Week of Action' initiatives





in relation to drug dealing within the area. The organisations collectively offer support and guidance to vulnerable individuals and those addicted to alcohol and drugs.

Through funding provided by SFRS, a defibrillator and waterproof cabinet have been purchased and installed outside Newton Primary School. Training has been provided to the school teachers, senior school pupils and members of partner organisations. Local community members will also be invited to attend training sessions.

The aim for the future in Wallacetown is to continue to engage with residents to ensure our service provision meets their needs and support the community to have a greater say in how services are delivered.

The [Scottish Institute for Policing Research](#) used the initiative as an example of positive partnership working.

HAPPY TO CHAT, HAPPY TO LISTEN BENCH TRAIL

We came together with local business and community groups to help create three trails where people could sit, chat or listen. The benches are situated around Blairgowrie, Rattray and the Glens and have been placed to help people understand mental health is as important as physical health.

Firefighters from Blairgowrie Community Fire Station used their depth of skills, knowledge, commitment, time and generosity to build a bench for the trail. No bench on the trail is the same and by incorporating an out-of-service fire hose our bench is unique to the SFRS.

THE NATIONAL HOUSE PROJECT

We have teamed up with the National House Project and East Dunbartonshire Council to help young people leaving care become more independent in their own home and integrate into the community in which they live.

The Project aims to provide a wide range of life skills including: how to budget; where to get support; and safety in the home.

Being involved in the Project allows our Community Safety Advocates to meet the young people prior to a Home Fire Safety Visit taking place, allowing us to build a connection of safety and trust. Although our involvement is still in its infancy, there is also scope for us to offer further training and development opportunities, such as our Fireskills Programme as part of the Project. Work is currently ongoing to drive this forward within East Dunbartonshire and will contribute to our commitment as Corporate Parents.

REFORM COLLABORATION GROUP

Our membership in the Reform Collaboration Group (RCG) 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.

As the three Services considered the implications of the Resource Spending Review (RSR), the RCG wished to establish clear priorities for ongoing partnership working to guide managing these challenges collaboratively.

An exercise was undertaken to explore the level of alignment between the organisational strategies of all three services to identify common themes. From these themes a core set of collaborative principles and priorities were developed to add value to all three services as we progress in delivering our outcomes and objectives and meeting the challenges posed by indicative flat cash budget settlements. The four priorities are: Strategic Change; Corporate Sharing; Innovation; and Prevention.

To ensure that the RCG can achieve their aspirations within an ever changing and challenging environment, a Risk Management Framework was developed to manage the risks that this context generates. The Framework will enable better collaboration, innovation and aspiration, whilst actively managing risk through a range of measures to ensure our priorities are met.

In early 2023/24, the Reform Collaboration Group will commission work to explore collaboration opportunities in corporate services.

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