

SCOTTISH FIRE AND RESCUE SERVICE

PERFORMANCE MANAGEMENT FRAMEWORK



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1. Introduction



Our Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.

The PMF also provides the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering the objectives, outcomes, and deliverables of the SFRS Strategy.

It describes the processes we use and the tools available to support us in achieving the priorities set by Scottish Ministers in the [Fire and Rescue Framework for Scotland 2022](#) and the five strategic objectives set out in our [SFRS Strategy](#).

As well as driving the reporting of performance data and supporting the development and use of Key Performance Indicators, we intend the Framework to be a practical tool for staff that promotes understanding, engagement and accountability

in relation to organisational performance. The Framework aims to help us to work together to:

- deliver against the SFRS Strategy through its strategic objectives, outcomes, and deliverables.
- better understand the demands which are driving our services.
- guide evidence-led decisions about what we need to do to keep improving.
- achieve continuous improvement through better understanding.
- be open and transparent in how we are performing.

The PMF is reviewed regularly to ensure the measures we have identified and the targets we have set remain relevant. This informs evidence-led decision making and communicates performance against changing operating landscapes. Additionally, when a revised SFRS Strategy is published, a formal review of the PMF is instigated to ensure full alignment with any strategic objectives set.

The Framework also supports how managers assess and improve performance throughout the Service on an ongoing basis.

2. Performance Management in Scotland

We have a duty to work with other public services to contribute to the Scottish Government's (SG) Purpose, as set out in the National Performance Framework (NPF), and the aims set out within the Vision for Justice in Scotland.

In addition the Fire and Rescue Framework for Scotland 2022 sets out SG's expectations of the SFRS. The Framework provides SFRS with strategic priorities and objectives, together with guidance on how the delivery of its functions should contribute to SGs purpose. The Framework also defines the SFRS organisational purpose as:

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

Our Service Strategy outlines five strategic objectives and supporting outcomes and deliverables that we aspire to achieve in meeting these expectations and requirements of SG. It further sets out our key commitments as an organisation for the next three years. Delivery against these commitments is tracked through our Three-Year Delivery Plan where specific actions are set out and reported to the SFRS Board and the Strategic Leadership Team (SLT). Further to this, each Directorate within SFRS has a delivery plan where its day-to-day objectives in support of the Strategy are managed and coordinated across the Service.

These strategic objectives, outcomes and deliverables complement the priorities of the Fire and Rescue Framework for Scotland 2022:

Safer Communities Through Prevention

Through our work with communities and other organisations, the safety and wellbeing of the people of Scotland improves.

Safe and Effective Response

We are an effective and trusted Fire and Rescue Service where our communities and people are safe.

Investing in our People

Our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment, and accountability.

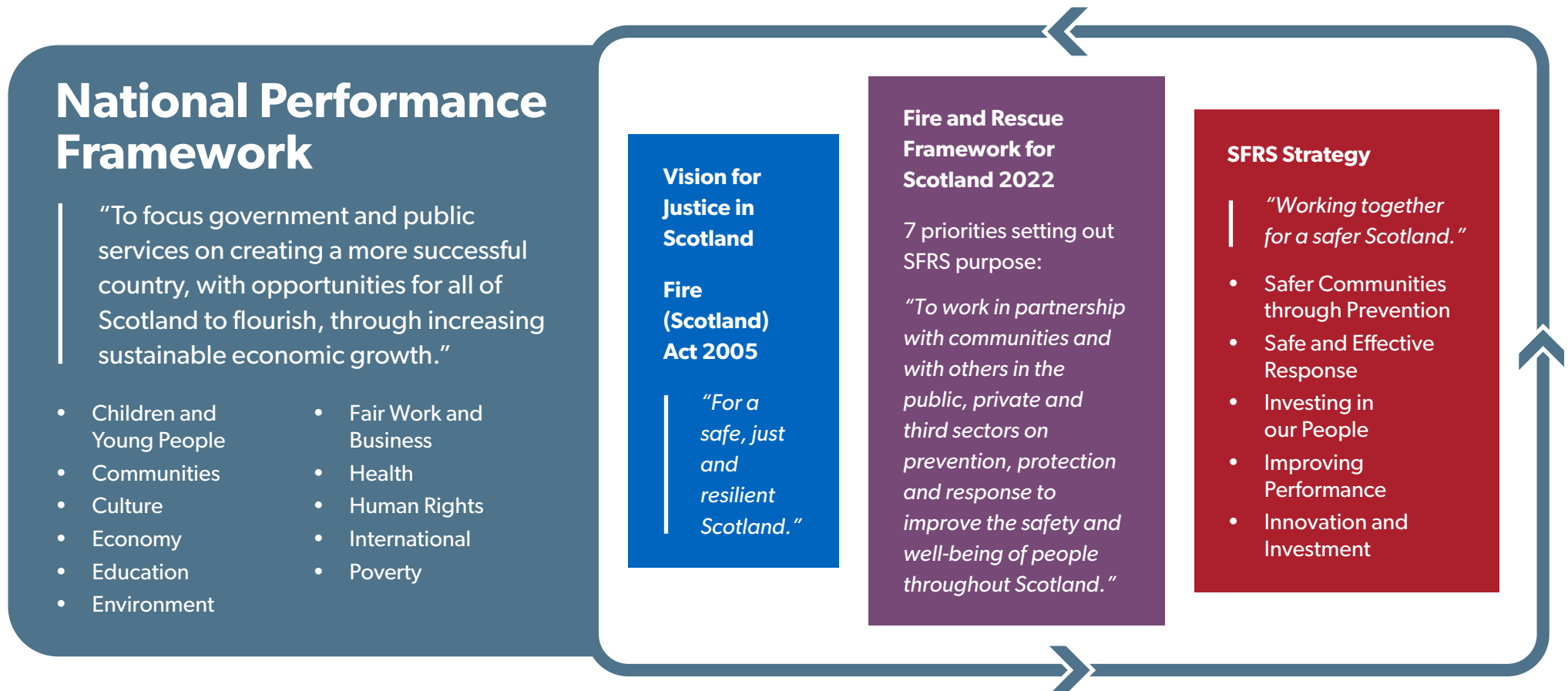
Improving Performance

Our organisational performance, productivity and resilience continually improves.

Innovation and Investment

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

Below we set out how our 'performance golden thread' connects the NPF through to the objectives of the SFRS Strategy:



3. Our Approach to Performance Management

Performance management is the systematic process that links all staff and teams across the Service to improve the effectiveness of SFRS in delivering our Purpose and Vision:

Our Purpose

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

Our Vision:

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

Our approach to performance management involves a continuous cycle of planning, monitoring, reviewing, reporting, and scrutinising performance.

In building our approach to performance management our specific aims for the Service are:

- **Strategic Alignment:** to ensure that all activities and outputs across Directorates and Functions are aligned with the Service’s objectives, outcomes and deliverables as set out in the SFRS Strategy.
- **Capability Building:** to ensure we focus on developing systems, structures, and cultures that support a performance and action-oriented culture.
- **Measurement and Evaluation:** to ensure we assess performance using robust data, relevant benchmarks, and appropriate measures and indicators, we have adopted a clear methodology for developing meaningful performance measures.
- **Continuous Improvement:** to ensure we learn, innovate and adapt so that the Service continues to improve, while regularly reviewing performance measures and indicators to ensure they remain relevant and useful for decision-making.

- **Accountability Frameworks:** to ensure we establish clear roles, responsibilities, and expectations at all levels of the Service in delivering on our strategic objectives, outcomes and deliverables and empower staff to break down any barriers to achieving success.
- **Feedback Loops:** to ensure we gather and analyse performance data to inform decision-making and resource allocation across the Service.
- **Corrective Actions:** to ensure under-performance is addressed through proportionate corrective action, informed by analysis of the underlying causes, including system, process, capacity, resourcing and people factors where required.

Our approach to selecting and defining performance measures and indicators is based on the ‘Practical Performance Measurement’ process and PuMP® Blueprint. PuMP® is defined as “a practical and engaging performance measurement approach to develop KPIs that meaningfully measure what matters to drive strategy execution.” A fuller explanation of this methodology is set out in [Appendix 1](#).

The table below explains the difference between performance measures and indicators:

	Performance Measure	Performance Indicator
What it tells you	The exact way to check if you're successful.	Provides an indication of directional change that requires more analysis to understand the reason for the change.
What it is	A number or fact you can collect and track.	A general improvement or goal .
Why it's useful	Gives clear and unambiguous evidence of performance against a specific value.	Gives us an indication of whether we are achieving the level of performance required.
Example	Number of people injured in fires each year per 100,000 people.	Fewer people being injured in fires.

We review our performance measures and indicators on an annual basis. Any substantive changes are subject to SFRS Board approval to ensure consistency and continuity in performance reporting. Where

a strategic result does not yet have a confirmed KPI – for example, where supporting frameworks, methodologies, or evidence bases are still in development - a placeholder will be recorded and

an appropriate KPI or alternative method of assurance will be proposed for SFRS Board approval once the necessary work is complete.

Each measure or indicator is designed to best demonstrate progress against our intended results. Where robust data is already available, it is used. Where no suitable data currently exists, we will establish appropriate data collection processes to ensure the measure is supported by reliable and consistent information. This iterative improvement process is intended to ensure that our PMF remains live to our needs in assessing our performance and supporting the effective scrutiny of the Service by the SFRS Board.

A performance dashboard lists each of our performance measures including those where we set an appropriate improvement target. Where there is no specific target set against a measure, we actively track performance against it to help ensure our expectations for improvement are still achieved.

Key Performance Indicators (KPIs) provide an essential mechanism for quantifying progress and demonstrating delivery against the SFRS Strategy. They enable the Service to track outcomes, monitor trends, and assess whether interventions are resulting in meaningful improvement.

In line with the principles of this Framework, KPIs are designed to measure what matters most, linking directly to strategic deliverables and supporting the systematic cycle of planning, monitoring, review, and corrective action.

Importantly, KPIs are one part of a wider performance evidence base. They are complemented by additional sources of assurance—including reports, evaluations, and improvement plans—which provide richer context and insight into performance.

This ensures that performance management within SFRS is not driven solely by metrics, but by a balanced understanding of both the evidence of change and the factors influencing it, enabling more effective scrutiny, learning, and improvement.



4. Additional Sources of Assurance

- ▶ Governance Route
- Date / Frequency

In addition to using quantitative performance measures and indicators we also seek to build our understanding of our performance achievements through additional assurance mechanisms. This additional layer of assurance is built up from a wide range of reports and action plans that track performance against the key policies and activities we undertake in delivering against our strategic objectives, outcomes, and deliverables.

This more qualitative source of information is of equal value to our quantitative performance data. It allows us to demonstrate in more depth our achievements and improvements in meeting our strategic objectives, outcomes and deliverables. This is a key source of information that supports the active scrutiny of our performance by the SFRS Board and the Strategic Leadership Team. As with our performance measures and indicators, we also seek to improve the information contained within these reports and action plans over time to ensure their ongoing relevance to demonstrating our performance and in supporting effective scrutiny of the performance of the Service.

Safer Communities through Prevention

SFRS Working in Partnership Report

- ▶ SMB / SLT / SFRS Board
- August (Annually)

SFRS Prevention Strategy

- ▶ SLT / SDC / SFRS Board
- Every Three Years

Grenfell Recommendations and Action Plan

- ▶ SLT / SDC / SFRS Board
- As requested

Community Safety Engagement Evaluation Reports (Functional)

- ▶ Line Manager / LSO MT
- Ongoing

Official Statistics

- ▶ Published on SFRS website at:
www.firescotland.gov.uk/about/statistics
- August / October (Annually)

- ▶ Governance Route
- Date / Frequency

Safe and Effective Response

Clinical Governance Annual Report

- ▶ SDC
- August (Annually)

Operational Assurance System Reports (OARRS)

- ▶ SASG / OLG / Relevant Committee
- Monthly Reports

ESMCP/ IVS Project Update

- ▶ Project B / Programme B / CPPG
- Monthly

New Mobilising System Project Update

- ▶ Project B / Programme B / CPPG
- Monthly

Rostering Project Update

- ▶ Project B / Programme B / CPPG
- Monthly

Demand Based Duty System Project Update

- ▶ Project B / Programme B / CPPG
- Monthly

Training Performance Report

- ▶ PC
- Quarterly

Training Continuous Improvement Programme Update

- ▶ PC
- Quarterly

Training Policy Review Schedule

- ▶ PC
- Quarterly

Training Function Vision and Strategy

- ▶ SLT / PC / SFRS Board
- Every Five Years

Operations Strategy

- ▶ SLT / SDC/ SFRS Board
- Every Ten Years

Official Statistics

- ▶ Published on SFRS website at: www.firescotland.gov.uk/about/statistics
- August / October (Annually)

- ▶ Governance Route
- Date / Frequency

Improving Performance

Resource Budget Approach

- ▶ SLT / SFRS Board
- January / February (Annually)

Resource Budget

- ▶ SLT / SFRS Board
- March (Annually)

Capital Programme

- ▶ SLT / SFRS Board
- March (Annually)

SFRS Three-Year Delivery Plan

- ▶ SMB / SLT / SFRS Board
- March (Annually)

Performance Management Framework

- ▶ SLT / Relevant Committees / SFRS Board
- March (Annually)

Resource Budget Outturn Report

- ▶ SLT / SFRS Board
- April (Annually)

Capital Budget Outturn Report

- ▶ SLT / SFRS Board
- April (Annually)

Internal Audit Annual Plan

- ▶ ARAC / SFRS Board
- April (Annually)

External Audit Annual Plan

- ▶ ARAC / SFRS Board
- April (Annually)

Annual Governance Review of Board & Committee Related Items

- ▶ SFRS Board
- April (Annually)

Annual Governance Statement *

- ▶ SMB / SLT / ARAC
- June (Annually)

Annual Performance Review Report

- ▶ SMB / SLT / SFRS Board
- June (Annually)

* Annual Governance Statement includes Certificates of Assurance and Internal Control Review Report

- ▶ Governance Route
- Date / Frequency

Improving Performance

Debt Write Off Report

- ▶ SFRS Board
- June (Annually)

Arrangements for Reviewing Effectiveness of the Board

- ▶ SFRS Board
- June (Annually)

Data Compliance Report

- ▶ ARAC
- June (Annually)

Annual Procurement Report

- ▶ SLT / SFRS Board
- August (Annually)

Annual Report and Accounts

- ▶ ARAC / SFRS Board
- October (Annually)

SFRS Complaints Annual Report

- ▶ SMB / SDC
- November (Annually)

SFRS Compliments Annual Report

- ▶ SMB / SDC
- November (Annually)

Cyber Security Pen Testing

- ▶ FMT / SLT / SDC
- November/ December (Annually)

Portfolio Office Risk & Finance Reports

- ▶ CPPG / CPIG/ SPCC
- March (Annually)

Resource Budget Outturn Report

- ▶ SLT / SFRS Board
- April (Annually)

Capital Budget Outturn Report

- ▶ SLT / SFRS Board
- April (Annually)

Internal Audit Annual Plan

- ▶ ARAC / SFRS Board
- April (Annually)

External Audit Annual Plan

- ▶ ARAC / SFRS Board
- April (Annually)

Portfolio Office Progress Report

- ▶ SFRS Board
- April (Annually)

Programme / Project Highlight Reports

- ▶ SMB / SLT / ARAC
- June (Annually)

Three-Year Delivery Plan Progress Updates

- ▶ SMB / SLT / SFRS Board
- June (Annually)

- ▶ Governance Route
- Date / Frequency

Improving Performance

Capital Budget Monitoring Report

- ▶ SLT / SFRS Board
- Quarterly

Resource Budget Monitoring Report

- ▶ SLT / SFRS Board
- Quarterly

National Fraud Report

- ▶ SMB / ARAC
- Quarterly

Internal Audit Progress Reports

- ▶ SMB / SLT / ARAC
- Quarterly

Gifts, Hospitality & Interest Register Update

- ▶ SMB / ARAC
- Quarterly

Risk Management Policy & Framework Update Report

- ▶ All Exec. Boards & Committees
- Quarterly

HMFSI Action Plan Updates

- ▶ SMB / Relevant Committee
- Quarterly

SFRS Digital, Data & Technology Strategy

- ▶ SMB / SLT / SFRS Board
- Every Three Years

SFRS Strategy

- ▶ SLT / SFRS Board
- Every Three Years

Long-Term Financial Strategy

- ▶ SLT / ARAC / SFRS Board
- Every Ten Years

Medium-Term Financial Strategy

- ▶ Functional Use
- Live document

Official Statistics

- ▶ Published on SFRS website at: www.firescotland.gov.uk/about/statistics
- August / October (Annually)

- ▶ Governance Route
- Date / Frequency

Investing in our People

SFRS Mainstreaming Report

- ▶ SMB / SLT / SFRS Board
- March (Annually)

Equal Pay and Gender Gap Report

- ▶ SMB / SLT / SFRS Board
- March (Annually)

Corporate Parenting Plan

- ▶ PC / SFRS Board
- April (Annually)

SFRS Learning and Development Annual Update

- ▶ SMB / PC
- June (Annually)

Safety and Assurance Annual Report

- ▶ SLT / PC / SFRS Board
- August (Annually)

Clinical Governance Annual Report

- ▶ SDC
- August (Annually)

People Performance Report

- ▶ SLT / PC
- Quarterly

Contaminants Update

- ▶ PC
- Quarterly

Training Performance Report

- ▶ SLT / PC / SFRS Board
- Quarterly

Training Continuous Improvement Programme Update

- ▶ SLT / ARAC / SFRS Board
- Quarterly

Gaelic Language Plan

- ▶ Functional Use
- Live document

Safety and Assurance Strategy

- ▶ Published on SFRS website at: www.firescotland.gov.uk/media/mkc2tkz/safety-and-assurance-strategy-2022-2026.pdf
- August / October (Annually)

Training Function Vision and Strategy

- ▶ SLT / PC / SFRS Board
- Every Five Years

Official Statistics

- ▶ Published on SFRS website at: www.firescotland.gov.uk/about/statistics
- August / October (Annually)

- ▶ Governance Route
- Date / Frequency

Innovation and Investment

SFRS Working in Partnership Report

- ▶ SMB/ SLT / SFRS Board
- August (Annually)

Strategic Asset Management Plan

- ▶ SDC / SFRS Board
- October (Annually)

Sustainability Report (Annual Report & Accounts)

- ▶ ARAC / SFRS Board
- October (Annually)

People, Payroll, Finance Project Update

- ▶ Project B / CPPG
- Monthly

Contaminants Implementation Plan

- ▶ PC
- Quarterly

Waste Management Strategy

- ▶ SLT / SFRS Board
- Every Three Years

Carbon Management Plan

- ▶ SLT / SFRS Board
- Every Three Years

Climate Change Response Plan

- ▶ SLT / SFRS Board
- Runs to 2045

Biodiversity Action Plan

- ▶ SLT / SFRS Board
- Every Five Years

SFRS Digital, Data & Technology Strategy

- ▶ SMB / SLT / SFRS Board
- Every Five Years

SFRS Research, Development & Innovation Strategy

- ▶ SMB / SLT
- Every Five Years

Energy and Carbon Strategy

- ▶ SLT / SFRS Board
- Every Ten Years

Operations Strategy

- ▶ SLT / SDC / SFRS Board
- Every Ten Years

5. Internal and External Scrutiny and Assessment

Our internal audit arrangements aim to provide assurance over risk management controls and governance processes. They are provided by an independent audit service through an annual audit plan that is reported against directly to the Audit and Risk Assurance Committee and the Chief Officer (as Accountable Officer).

Similar audit programmes are undertaken by our Health, Safety and Assurance Teams to review our activity and standards. These are intended to identify strengths, areas for improvement, risks, and opportunities to ensure integration into our planning and performance arrangements. The outcomes of these are reported to a relevant Executive Board and subsequently to the appropriate Non-Executive Committee of the Board.

External inspection and scrutiny are primarily undertaken by HM Fire Service Inspectorate in Scotland (HMFSI), and by Audit Scotland on behalf of the Auditor General for Scotland.

Whilst there are areas of shared interest for inspection of issues relating to Best Value, Audit Scotland has responsibility for financial inspection, and HMFSI has responsibility for operational inspection as shown below:

Monitoring and reporting of internal and external audit performance is conducted regularly at different levels and by different stakeholders across the Service. Management action plans following both external and internal audit inspections are agreed and noted by the Audit and Risk Assurance Committee with detailed scrutiny of the delivery thereafter being conducted by the most appropriate Non-Executive Committee of the Board until an action plan is completed and closed. This ensures an appropriate level of scrutiny and challenge is applied to further encourage accountability and help develop a more pro-active performance culture.



6. Enhancing our Performance Management Culture

The successful delivery of the SFRS Strategy relies on achieving a healthy performance management culture. This means embedding habits and expectations that value clarity, curiosity, accountability, learning and improvement throughout the Service. SFRS works to enrich a performance culture where:

- Performance data and information is used not just to report activity, but to inform and support decisions on how we can improve Service performance.
- Performance management is seen both as an individual and a collective responsibility.
- Learning and improvement are prioritised to ensure accountability in delivering our strategic objectives, outcomes, and deliverables.
- Leaders and managers at all levels of the Service develop an understanding of what will drive success in achieving our performance results.

Achieving this means our leaders and managers feel confident in using performance data and information to guide decisions, challenge constructively, and focus effort and attention where it matters most. In this way we drive meaningful performance improvements not just better reporting of our performance.

All leaders and managers within SFRS are expected to:

- Actively manage performance improvement in support of the delivery of SFRS objectives, outcomes, and deliverables.
- Gather evidence prior to decision-making to seek positive changes in performance.
- Monitor performance as changes are implemented and adapt where necessary as any impact of change in performance becomes clear.
- Report transparently on performance results to relevant management forums across the Service and where appropriate to the SFRS Board.
- Use the insights gained from managing performance to reflect on how services are delivered to ensure SFRS keeps evolving and adapting to meet new challenges as they arise.
- Collaborate with relevant colleagues across the Service to remove any barriers to performance improvement and ensure a common purpose drives our collective and individual actions.

By actively managing performance, using data and information to inform decisions and being open and transparent around how we are performing, we will deepen our culture of improvement. To support this, we will embed Improvement Forums across the Service that bring leaders and managers together to share insight, challenge, and support one another and build a common focus on how we can improve how SFRS operates in delivering its objectives, outcomes, and deliverables. These forums will also help build the skills and understandings leaders and managers need in undertaking their responsibilities by acting as learning and skill acquisition arenas.

7. Roles and Responsibilities



To support our approach to performance management and deliver the PMF, we have set out the roles and responsibilities that apply to all staff groups within the Service.

These roles are intended to ensure that everyone is clear on what they need to do in working to improve our overall performance.

SCOTTISH MINISTERS

Role	Responsibility	
Accountable to the Scottish Parliament and the public for the activities of the SFRS and its use of resources.	- Set priorities for the SFRS in the Fire and Rescue Framework for Scotland. - Approve the SFRS Strategic Plan (now entitled SFRS Strategy).	Agree the budget and associated grant-in-aid requirement to be paid to the SFRS.

SFRS BOARD MEMBERS

Role	Responsibility
- Collectively responsible for the long-term success of the Service. - Strategic role in setting Service vision, values, priorities and securing Best Value. - Hold the Strategic Leadership Team to account on high level performance and provide constructive challenge. - Review performance against the Fire and Rescue Framework for Scotland.	- Submit Strategic Plans to Scottish Ministers for approval. - Work in conjunction with the Strategic Leadership Team towards achieving the outcomes of the SFRS Strategy and secure Best Value. - Approve any steps needed to deal with wider changes which are likely to impact on delivery of the SFRS Strategy or attainment of operational targets. - Approve the annual accounts and ensuring Scottish Ministers are provided with the annual report and accounts to be laid before the Scottish Parliament.
	- Track and challenge progress against strategic objectives and performance measures and indicators. - Consider and approve changes proposed to measures and indicators. - Oversee sound risk management and internal control systems. - Direct specific reviews to take place to scrutinise decisions and agree alternative strategic proposals to help improvement.



SFRS STRATEGIC LEADERSHIP TEAM

Role	Responsibility	
• Strategic role in setting and ensuring achievement of Service objectives, vision, and targets. • Holding Directorates to account on progress against objectives and performance measures and indicators. • Drive performance to achieve objectives and targets including taking corrective action where required.	• Prepare the SFRS Strategy for SFRS Board approval and advise members of progress. • Assure Annual Report and Accounts for onward submission to the SFRS Board. • Ensure timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. • Prepare the SFRS Three-Year Delivery Plan to enable delivery of the SFRS Strategy and receive regular progress updates for scrutiny. • Lead the review and development of performance measures and indicators. • Work to ensure robust performance data is available to measure performance measures and indicators. • Track and challenge performance outcomes and direct corrective action to improve areas of poor performance.	• Consider and propose steps needed to deal with wider changes which are likely to impact on delivery of the SFRS Strategy or attainment of operational targets. • Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. • Agree Portfolio Office programmes and receive reports for scrutiny on project performance. • Drive and celebrate good performance and ensure good practice is shared throughout the organisation. • Ensure arrangements are in place to track significant risks and direct action to manage emerging and escalating risks. • Direct and agree internal self-assessment and audit programmes and receive outcome reports. • Promote a positive performance culture.

SFRS DIRECTORS AND HEADS OF FUNCTION

Role	Responsibility
• Work with relevant Functions to manage performance within area of responsibility to support the achievement of outcomes and objectives. • Carry out the appraisal process to drive performance and provide performance feedback.	• As SMB membership comprises of all Heads of Function, they contribute to the collective scrutiny of performance, planning and delivery across the Service, incl. the identification of risks, dependancies and corrective actions to support effective delivery of strategic objectives. • Develop plans to align Functions with the strategic objectives of the SFRS Strategy and ensure performance measures, indicators and targets are proportionate and fit for purpose. • Develop a sound process of tracking performance and ensure action is taken to deal with areas of poor performance and risks as well as developing areas of good practice and innovation. • Celebrate good performance and ensure good practice is shared throughout the organisation. • Ensure all Functional staff understand their performance requirements across their relevant Function. • Benchmark performance across the relevant Function.



SFRS LOCAL SENIOR OFFICERS (LSOs)

Role	Responsibility	
• Manage performance within an LSO area to support the achievement of the Service's objectives and locally aligned priorities. • Conduct the appraisal process to drive performance and provide performance feedback.	• Produce and submit to Local Authorities Local Fire and Rescue Plans for approval. • Produce performance monitoring reports in accordance with Local Authority requirements.	• Lead Community Planning Partnership work to deliver improved local outcomes. • Ensure action is taken to deal with areas of poor performance and develop areas of good practice and innovation.

GROUP/STATION COMMANDERS AND FUNCTIONAL MANAGERS

Role	Responsibility	
• Manage performance within their team area to support the achievement of the Service's objectives and in an operational context, locally aligned priorities. • Conduct the appraisal process to drive performance and provide performance feedback.	• Produce and submit team/ Functional plans for approval by their LSO or Head of Function. • Produce performance monitoring reports in accordance with Service requirements.	• Maintain a focus to deliver improved outcomes for the people of Scotland. • Ensure action is taken to deal with areas of poor performance and develop areas of good practice and innovation.

INDIVIDUAL STAFF MEMBERS

Role	Responsibility	
• Manage personal performance to support delivery of outcomes.	• Maintain and improve performance.	• Celebrate good performance and share good practice throughout the organisation.

BUSINESS INTELLIGENCE TEAM (BI TEAM)

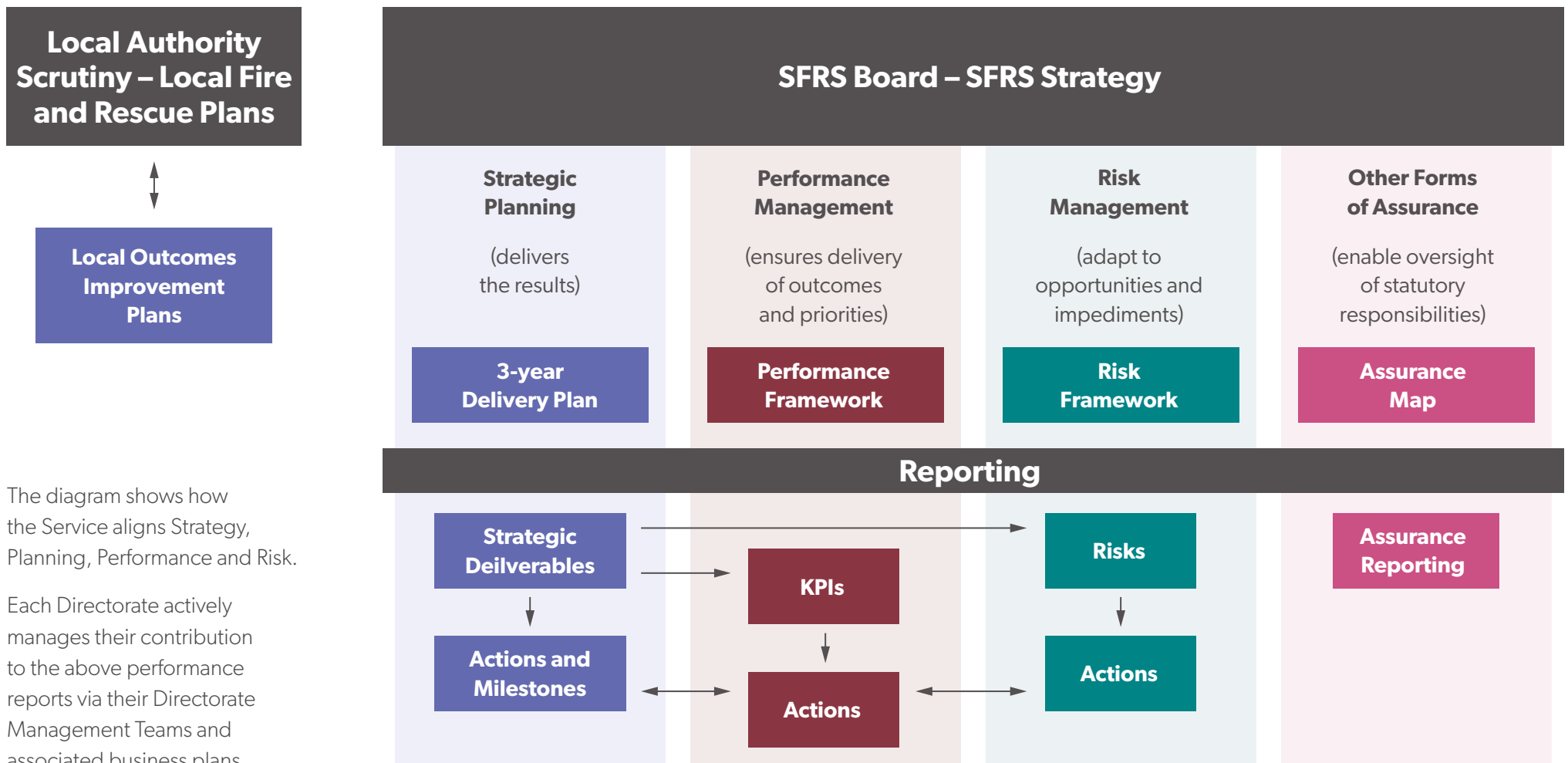
Role	Responsibility	
• To support SFRS in developing an appropriate suite of Performance Measures and Indicators. • To produce on behalf of the SFRS Board, its Non-Executive Committees, Strategic Leadership Team and other Executive Boards and Functional Management Teams appropriate performance dashboards.	• Supporting the Strategic Leadership Team and Directorates in developing meaningful performance measures and indicators. • Ensuring Statistical Process Control (SPC) methods are applied effectively to performance measures and indicators. • Support evidence-based decision-making by providing insight and intelligence to teams.	• Collecting, analysing, and disseminating performance and management information across the organisation. • Supporting Heads of Function and data stewards in developing and implementing Data Quality Action Plans. • Signing off on data quality action plans, monitoring their delivery, and ensuring transparency for leaders on quality concerns.

8. Alignment of Strategy, Planning, Performance and Risk

To ensure a cohesive approach, SFRS integrates Strategic Planning, Performance Management, and Risk Management within a structured framework:

- **Vision and Strategy:** The SFRS Board approves the SFRS Strategy, which aims to deliver the Service's Vision, and the actions that will be conducted to deliver our strategic objectives, outcomes, and deliverables.
- **SFRS Strategy:** The **Plan-Do-Study-Act (PDSA)** cycle is used to guide strategic planning and operational improvements in an evidence-based approach. As with this PMF, the SFRS Three-year Delivery Plan, in which the actions to achieve our objectives, outcomes and deliverables are realised is dynamically maintained to reflect current circumstances and the lessons of the 'Study' stage of the process.
- **Risk Management:** Organisational risks are routinely evaluated and managed in accordance with the **SFRS Risk Management Policy and Framework**, ensuring that risks align with corporate priorities and inform decision-making.
- **Performance Management:** The **PuMP® methodology** ensures that performance measures and indicators are measurable, relevant, and dynamically re-evaluated as actions are successfully delivered to meet our strategic objectives, outcomes and deliverables, and our Strategy evolves over time.





9. Using Performance Information



Commanders and managers across SFRS will regularly review performance independently of the formal governance process.

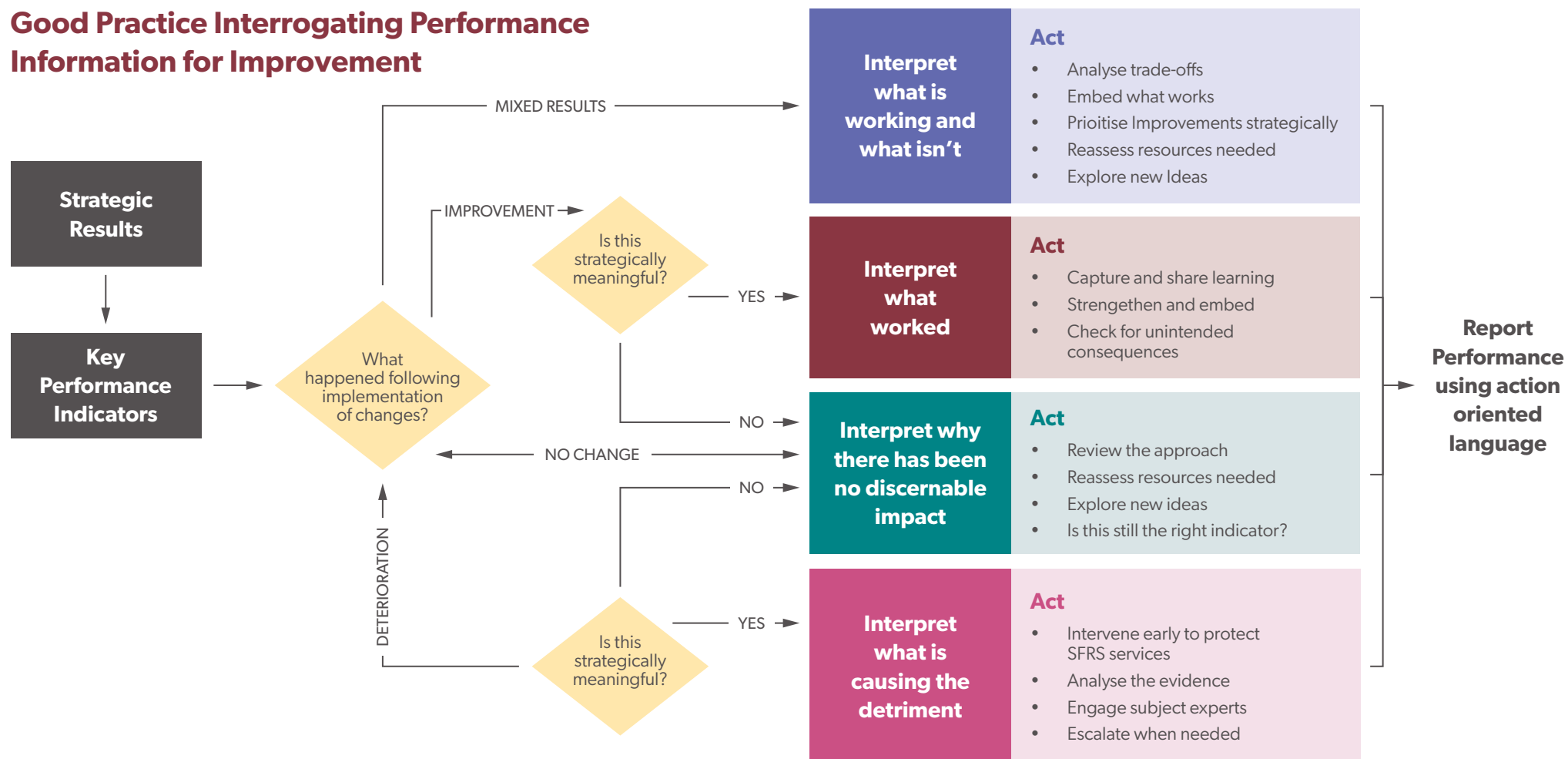
Internal management improvement forums provide a key opportunity for commanders and managers to provide more in-depth explanation of the performance levels being achieved, help build a mutual understanding of what is driving success and support leadership decision making on resources, priorities and enable improved cross-departmental working.

Part of the improvement process is understanding what drives change in the data and information we gather on our performance. It is essential to understand the variability in the data we gather and distinguish between normal variation in data from those factors that are beyond control of the Service. For example, the rates of accidental fires vary across the calendar year and are impacted by prevailing weather patterns. The change over time that such factors can bring to data patterns needs to be accounted for and separated from factors that drive or hinder our success in achieving strategic objectives, outcomes, and deliverables.

To aid our collective understanding of this, the Service uses Statistical Process Control charts. These charts allow us to monitor an improvement process or set of interventions and identify when there is unusual variation in the data. Tracking data over time and applying such statistical rules, helps distinguish between normal, inherent variation and variation caused by specific, identifiable factors (special causes). This allows us to take more targeted actions to improve our performance by either addressing the special causes or understanding the impact of implemented changes.

When scrutinising performance measures and indicators we are looking for points moving in the anticipated direction. This emerging trend demonstrates evidence that we are building momentum for improvement. Where movement in the data goes against our anticipated direction, early intervention is needed to protect the existing level of service or maintain our anticipated level of improvement. The following logic diagram describes good practice in how information and data should be interrogated to aid understanding of performance improvement:

Good Practice Interrogating Performance Information for Improvement



10. Reporting

Our performance management reporting process continues to be developed to align planning, performance indicators and measures, and risks to the strategic objectives and outcomes outlined within the SFRS Strategy.

Planning

The SFRS Strategy will be delivered through the SFRS Three-Year Delivery Plan. This is a rolling planning document that details how we will deliver these priorities over the duration of the Strategy. It contains the most important activities that are required each year to deliver our ambitions. As it sets the direction for all other work plans, progress of the Three-Year Delivery Plan is closely scrutinised by the SFRS every quarter.

Our delivery plan provides us with flexibility, allowing us to adapt our plans should unforeseen challenges arise. The Board must approve any additions or changes. This ensures that the actions contained within it remain the top priorities for the Service.

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

More details of our annual progress are also made available via our Annual Performance Review Reports, Annual Report and Accounts and our Official Statistics.

Performance Indicators and Measures

Progress against our performance measures and indicators are reported directly to the SFRS Board, its supporting Non-Executive Committees, and the Strategic Leadership Team and Senior Management Board.

At the Non-Executive Committees of the Board, further information and analysis is presented on the measures and indicators relevant to that Committee's remit.

Risk Management

The most significant risks identified by the SFRS are reported through Directorate risk registers, with additional information identified through Project risk registers. Prioritisation of each risk is undertaken in line with the SFRS's risk assessment matrix, with guidance provided to staff around probability and likelihood ratings.

Individual meetings with SFRS Board Members and the Strategic Leadership Team have shaped the Register, increasing awareness and ownership of risk across the SFRS.

Risk update reports are provided quarterly to the Audit and Risk Assurance Committee, all other Non-Executive Committees and Executive Boards highlighting the Services most significant risks, their current status, direction of travel, and where relevant whether exposure is within or outwith the Service's agreed risk appetite.

As a public service body that is committed to transparent reporting, the same reports for planning, performance indicators and measures, and risk are widely available on the SFRS website at: www.firescotland.gov.uk.

Appendix 1: SFRS Approach To Defining, Setting, and Changing Performance Measures and Indicators

Defining Performance Indicators

Performance and management information serve distinct but complementary purposes in supporting performance improvement. This section defines the structure, purpose, and methodology behind our use of performance measures and indicators and management information to support decision-making at all levels.

Management Information

Management information provides:

- **Routine Operational Data:** Used to monitor day-to-day activities and identify emerging trends.
- **Supplementary Business Intelligence:** Contextual data that informs tactical and operational decision-making.

- **Governance and Assurance Reporting:** Data collected to support compliance, risk management, and regulatory requirements.

Management information may be relevant to any form of activity across the Service which requires to be monitored closely. It is selected for statistical reporting and scrutiny to provide meaningful context, and supplements formal performance reporting. It is routinely provided for SFRS meetings including the SFRS Board. Further management information is provided in the form of spotlight reporting, evidence for papers, and through other assurance mechanisms.

Performance Measures and Indicators

Performance measures and indicators are a small subset of the management information we have available. They are used to assess the Service's effectiveness in achieving our strategic objectives, outcomes, and deliverables by monitoring the impact of key activities and decisions. Designing clear performance

measures and indicators, shows our efforts translated into meaningful improvements, and lets us amend our approach where improvements are not being realised.

Many of the performance measures and indicators within the Service are managed and used by individual teams or Functional areas within SFRS. In this case, they are used in internal reports to meet the Team/Functional needs.

The more strategically relevant performance measures and indicators are selected to be 'Key Performance Indicators' (KPIs). These are reported to Non-Executive Boards and Committees, the Strategic Leadership Team and the SFRS Board on a quarterly basis.

The principles governing performance measurement which the Service follows include:

- **Alignment with Strategic Deliverables:** Performance measures and indicators are directly linked to the deliverables set in the SFRS Strategy.

- **Performance Management Process:** We follow a best practice methodology for performance management which matches results to our strategic objectives, outcomes, and deliverables. We continually re-evaluate the relevance of performance measures and indicators and refine our approach as plans are updated, this ensures we achieve the ambitions outlined within the SFRS Strategy.
- **Use of Statistical Process Control (SPC):** Where possible, performance trends are monitored using SPC techniques to differentiate between routine changes and those which are more significant and require intervention. Other formats may be used as time-series emerge.

The following table shows the difference between Performance Information and Management Information.

Aspect	Performance Information	Management Information
Purpose	Checks if we are achieving our big, long-term goals.	Helps managers make day-to-day decisions.
Focus	The bigger picture – what difference we are making over time.	Day-to-day activities and trends.
Measurement Approach	Use charts and graphs to track changes over time, spot trends, and compare specific points in time.	Use charts and tailored measures to look at details and answer specific questions.
Reporting Frequency	Reviewed every three months in formal meetings, with live access to the data at any time.	Reviewed every three months in formal meetings, plus more frequent (monthly or quarterly) reports for managers, with live access to the data at any time.
Governance	Scrutinised by the SFRS Board and specified by the Strategic Leadership Team.	Requested by the SFRS Board to provide additional information or used in internal reports to meet departmental needs.

Setting Performance Measures and Indicators

The PuMP® Performance Measure Blueprint



The Service has introduced the PuMP® methodology. Based on this our approach to selecting performance measures and indicators is now determined by:

- **Clarifying Strategic Intent:** We translate our published strategic objectives, outcomes, and deliverables into the individual results which we aim to achieve over the period of the SFRS Strategy. This ensures that we have a clear process for aligning our measures and activity, and for discussing the purpose of performance measures and indicators.
- **Designing Meaningful Measures:** We implement a structured process to define performance measures and indicators. Starting with our plans, we identify the real-world changes we expect to see to know we are being successful, then carefully design measures and indicators to quantify this.
- **Engaging the Right Stakeholders:** Performance measurement and indicator development involves the Strategic Leadership Team, Heads of Functions, subject matter experts, and analysts to ensure what we produce is relevant, practical and meets the needs of the Service in assessing our performance.
- **Managed at the Right Level:** Performance measures and indicators that are identified are classified as 'Strategic' or 'Key' when they are overseen by the SFRS Board, Non-Executive Committees of the Board and the Strategic Leadership Team, 'Directorate' when overseen by Directorate management teams, and 'Function' when Functional managers can ensure success.
- **Continuous Review and Refinement:** Performance measures and indicators are regularly assessed and adjusted as objectives, outcomes and deliverables evolve, strategic priorities adjust to changing circumstances, strategic priorities shift, and performance trends emerge.
- **Ensuring Data Integrity:** Data owners, the team/individual responsible for ensuring that a particular set of data is accurate, secure, and used properly, are expected to actively manage the quality of their data for the purpose of performance measures and indicators. Data quality action plans are the tool to ensure our statistics are reliable, accurate, and timely.

- **Relevant Targets:** Targets are set where appropriate to what we are seeking to achieve after reviewing baseline data and considering existing trends and variations in the data. They should be ambitious but achievable in the lifetime of the relevant strategy. While targets can be helpful, they are not the sole measure of success. Our aim is to achieve lasting improvements that move us in the right direction.

The following existing principles are further strengthened through adoption of the PuMP® approach:

- **A focus on continuous improvement:** the focus continues to be fixed on learning and improving through performance management.
- **Structured data management:** we continue to use our governance system to store performance measurement and indicator data and systems that create and send reports automatically with fewer manual processes.
- **SPC reports:** we continue to use Statistical Process Control charts as the primary visual for monitoring change over time.

- **Maintaining business contacts:** we have enriched the associated information about our KPIs so we know who to engage with and can report and analyse performance holistically.
- **Action-oriented narrative:** we continue to refine our existing approach to accompanying narrative; rather than providing narrative on each measure or indicator, this will instead be provided based on the business result intended. This ensures the focus is on driving improvement through business activity and allows us to use multiple measures or indicators when relevant.

Target Setting

Targets are set for performance measures and indicators where they are relevant for improvement purposes. Targets will be set after baseline data is reviewed and an understanding of existing trends and variations is achieved. Targets should reflect our ambition for progress over the lifetime of the relevant strategy, while remaining achievable.

While targets are useful in focusing effort, they are not the definition of success. What matters most is sustainable improvement in the right direction and maintaining high standards over time.

Process for targets:

- Targets are not set during performance measurement and indicator development. At that stage, we define the desired direction of change - whether to increase, decrease, or stabilise performance - but not the specific target.
- Executive governance supports the development of targets, with Non-Executive Board Committees supporting their scrutiny and discussion. This allows for an informed discussion based on real data, and a practical connection between those setting expectations and management's ability to deliver with available resourcing
- Targets should be SMART; Specific, Measurable, Achievable, Relevant, and Time-bound.

- Targets must not drive unintended behaviours or distort the value of performance measures and indicators. Care should be taken to ensure that setting a target does not reduce meaningfulness, accuracy, or learning.
- Sustained improvement toward strategic objectives, outcome and deliverables matters more than meeting targets.





Changing Performance Measures And Indicators

Performance measures and indicators are only relevant in relation to business changes. It is essential to continually re-evaluate the relevance of performance measures and indicators and refine our approach as strategies and plans are updated. This ensures we meet the needs of the Service and are transparent for SFRS Board.

The following rules apply:

- Any material changes to performance measures and indicators, and the associated strategic results, must be approved by the SLT and Board. To support the approval process, the proposed change may be provided alongside the existing report.
- Removing performance measures and indicators which are no longer useful should be agreed in the Non-Executive Board Committee session.
- Smaller changes to the language or definition are done at the discretion of the Business Intelligence Manager and should be explained in the relevant report cover papers.
- Executive Boards and Non-Executive Board Committees can request changes to regularly provided management information without an additional approval process. Viability will be assessed by the Business Intelligence team with a decision taken by the Business Intelligence Manager.
- Statistical decisions on statistical commentary, baselines and performance status are delegated to a working group of analysts, chaired by the Business Intelligence Team Manager, who will maintain documentation on business rules for this decision process.

Appendix 2: Acronyms



ARA:	Annual Report and Accounts	PC:	People Committee
ARAC:	Audit and Risk Assurance Committee	PDSA:	Plan-Do-Study-Act
ASA:	Annual Statement of Accounts	PI:	Performance Indicator
CPIG:	Change Portfolio Investment Group	PMF:	Performance Management Framework
CPPG:	Change Portfolio Progress Group	PuMP®:	Performance Measurement Process
FMT:	Finance Management Team	SASG:	Safety and Assurance Sub-Group
HMFSI:	His Majesty's Fire Service Inspectorate	SDC:	Service Delivery Committee
HoF:	Head of Function	SFRS:	Scottish Fire and Rescue Service
KPI:	Key Performance Indicator	SG:	Scottish Government
LA:	Local Authority	SLT:	Strategic Leadership Team
LSO:	Local Senior Officer	SMART:	Specific, Measurable, Achievable, Relevant, and Time-bound
MT:	Management Team	SMB:	Senior Management Board
NPF:	National Performance Framework	SPC:	Statistical Process Control
OARRS:	Operational Assurance Recording and Reporting System	SPCC:	Strategic Planning and Change Committee
OLG:	Organisational Learning Group		



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SFRS Performance
Management Framework

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