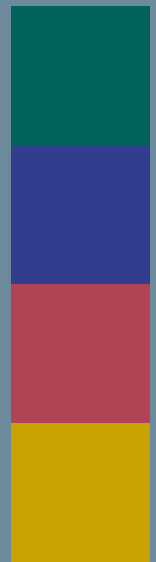




# Performance Management Framework

2020-21 Annual Review

Working together for a safer Scotland





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# INTRODUCTION

The SFRS Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), will manage our performance. It describes the processes we will use and the tools available to support us in achieving the priorities set within the Fire and Rescue Framework for Scotland 2016; and the outcomes and objectives set out in our Strategic Plan.

As well as defining our processes and the good practice we aim to follow, the PMF provides a comprehensive suite of performance indicators that monitor how well we are doing.

Our **62 indicators** have each been aligned to **one of the four outcomes** within our **Strategic Plan 2019-22**.

This introductory review looks at our progress against each of these indicators between **1 April 2020** and **31 March 2021**. As an annual review, it will be produced to the same timetable as the operational Official Statistic publication and will be available in November each year providing a review of the past fiscal year.



# THE YEAR IN SUMMARY

The fourth quarter of 2020-21 brought Scottish Fire and Rescue Service to the end of what has been a challenging year for those living, working and studying across Scotland. The experience of this global pandemic continued throughout the year, and is likely to continue for some time yet. How the Service recognises the societal, environmental and economic impact of the pandemic will not be clear until we have a fuller understand of what will equate to the 'new normal'.

Blue light services face varying challenges ensuring the safety of the general public in any given year, but the last year has added a further challenge in how we continue to engage effectively with people throughout Scotland's communities. The insight gleaned during this time mean that it would not always be practical to disregard the data from this past year when comparing historical data.

Comparisons of the four quarters in both operational and organisational context was not always possible due to the difficulties faced across the Service. Remote access to systems, reduced numbers of staff, delays in capturing information and regional variance in lockdown restrictions all played a part affecting the organisations capabilities to report performance. There were both positive and negative changes that require more in-depth analysis to identify factors that may have influenced quarterly performance.

The reduction in operational activity continued across the fourth quarter but at a slower rate than the first three quarters of the year. Both non-fire incidents and False Alarms followed the same downward trend evident in the fourth quarter as in previous quarters however, fires increased (12 per cent) against the previous fourth quarter and marginally (2.5 per cent) for the year.

Accidental dwelling fires (ADFs) were at their lowest rates of incidence since pre- 2009-10. Fire casualties resulting from accidental fires in the home continued to be markedly lower than in previous years.

The target reduction of three per cent based on the moving three-year average was surpassed with a reduction greater than ten per cent. Fatalities resulting from fires in the home have had a significantly different outcome in the last year, with the last two years recording both the lowest (2019-20) and the highest fatality (2020-21) rates over the last nine years.

Special Service and False Alarm incidents were down versus previous years. The Service experienced a direct impact on operational activity in these categories influenced by regional restrictions across Scotland. Unwanted Fire Alarm Signal incidents reported in educational premises out of lockdown were not dissimilar to previous years. Temporary Closure of business premises and educational facilities during lockdown meant that over the course of the year false alarm incidents were down by a third versus 2019-20. Hospitals have been well documented as premises that have been under significant pressure in terms of demand, yet non-fire emergency responses in this environment were down by one fifth on the previous year.

Scottish Fire and Rescue Service have for many years made a concerted effort to work more closely with partner agencies where possible. This has been evident in medical response incidents and related categories. Full year analysis shows that incidents recorded specifically as 'Medical Response' reduced by ten per cent on the three-year average whilst 'Effecting Entry/Exit' incidents have increased by more than six per cent based on the three-year average. There was less than one per cent change to incidents recorded as 'Assist other agencies' against the three-year average. The impact of the pandemic has meant that all three categories are reporting fewer incidents than the previous years which was the first decline since before 2015-16.

Official Statistics about SFRS can be found on our website at [www.firescotland.gov.uk/about-us/who-we-are/statistics/](http://www.firescotland.gov.uk/about-us/who-we-are/statistics/)

# OUTCOME 1 - Prevention

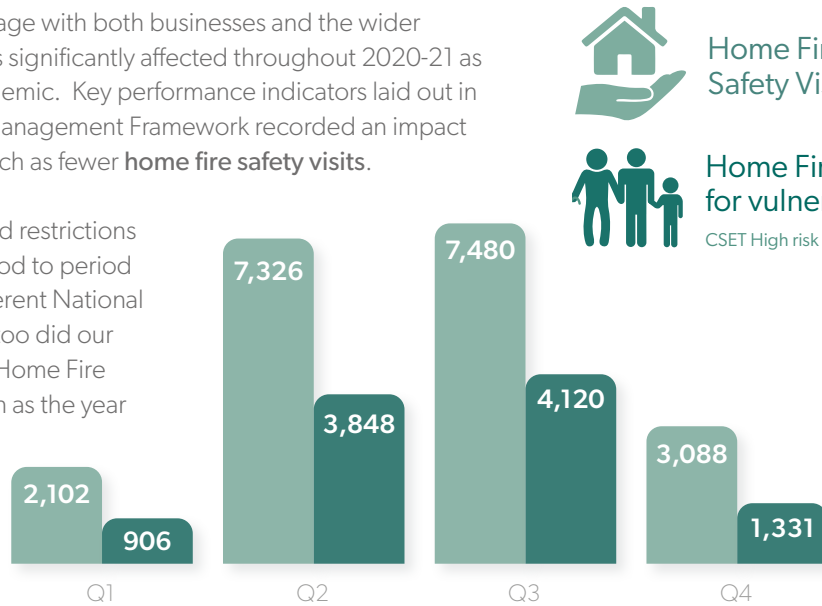
Our collaborative and targeted prevention activities improve community safety and wellbeing, and support sustainable economic growth.

## 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

SFRS ability to engage with both businesses and the wider Scottish public was significantly affected throughout 2020-21 as a result of the pandemic. Key performance indicators laid out in the Performance Management Framework recorded an impact on performance such as fewer **home fire safety visits**.

As guidance around restrictions changed from period to period and across the different National Health Boards, so too did our ability to carry out Home Fire Safety Visits as seen as the year progressed.

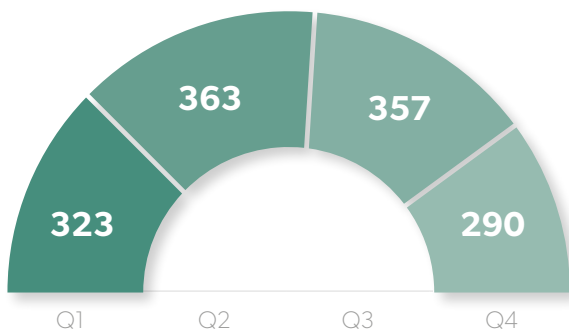
Chris Fitzpatrick,  
Business Intelligence and  
Data Services Manager



## 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Fires reported in non-domestic premises were lower than in previous years, likely to have been positively impacted with relevant premises having a reduced human presence during the pandemic. The quarters where we have seen a higher number of incidents were during periods where initial restrictions had been more relaxed and greater freedom of movement.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



**Fires in non-domestic buildings**  
as defined in Part 3 of Fire (Scotland) Act 2005



**Fire safety audits completed**  
in accordance with Fire Safety Enforcement Framework

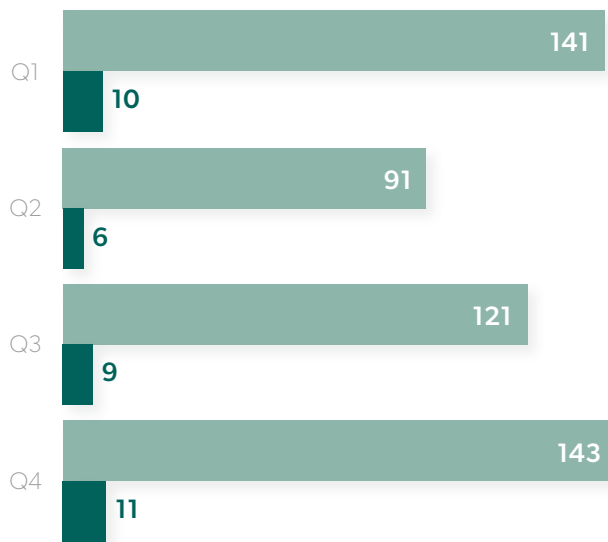
### 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Non-fatal fire casualties recorded in the home varied across the four quarters and was noticeably lower than the years which have gone before. Unfortunately recorded fatalities from fires in the home were higher than the previous year however, the previous year was an all-time low and 2020-21 was more in line with the occurrences recorded in the years prior to 2019-20.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



#### Accidental Dwelling Fire Casualties



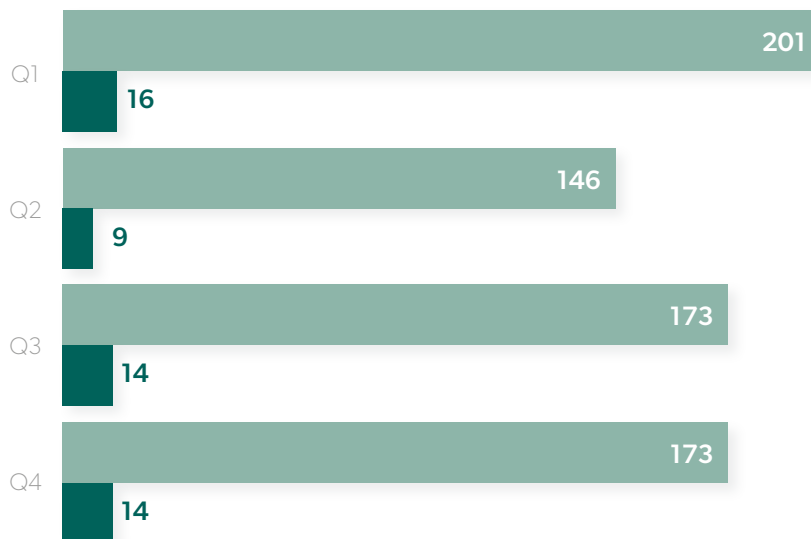
Fire Casualties  
(excluding precautionary checks)



Fire Fatalities



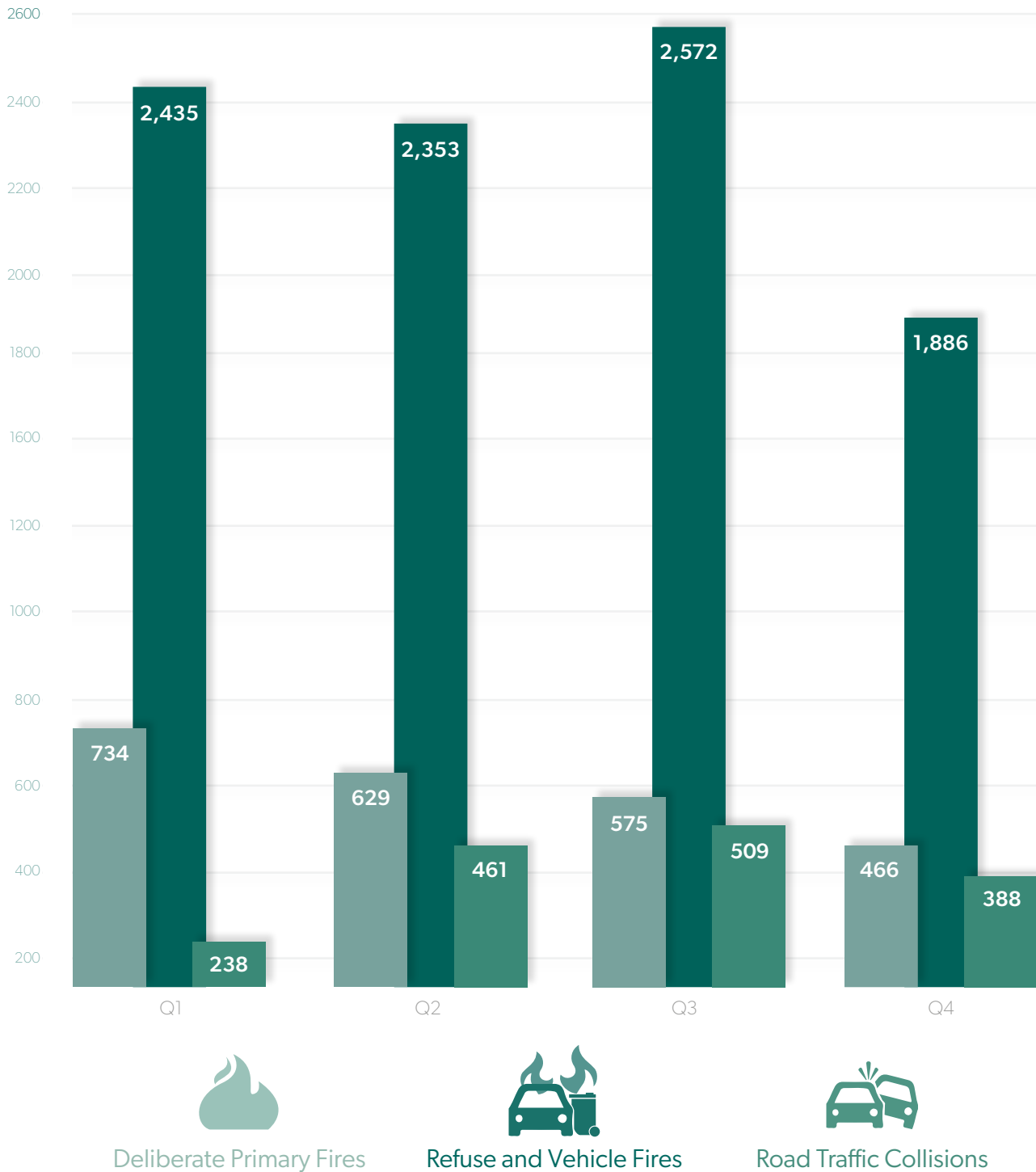
#### All Fire Casualties



### 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Road Traffic Collisions (RTCs) attended by SFRS were markedly different to previous years with all four quarters noticeably different than the equivalent periods before. Tighter restrictions limiting unnecessary travel and working from home would have had an impact.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*





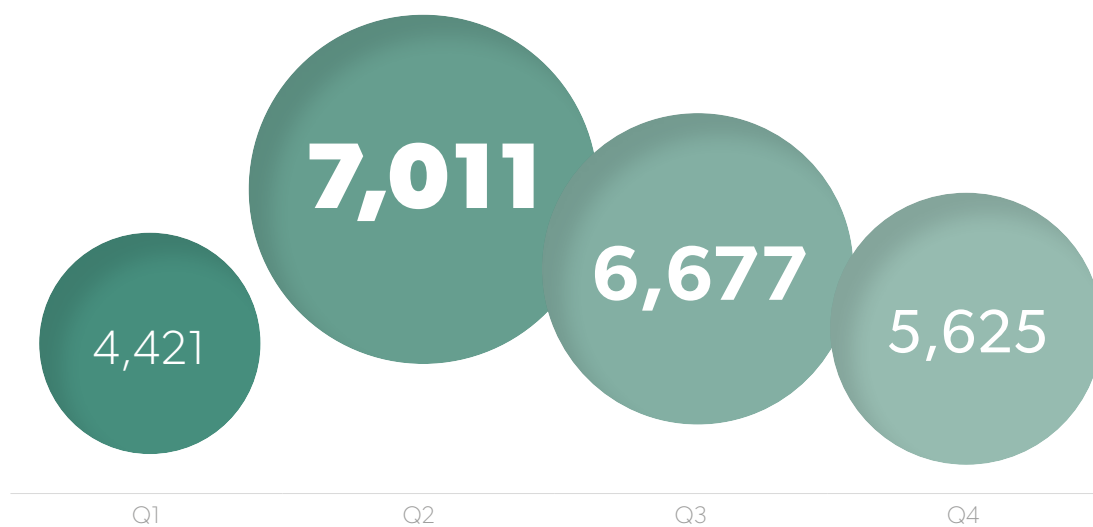
## 1.4 We will respond appropriately to Unwanted Fire Alarm Signals (UFAS) and work with our partners to reduce and manage their impact on businesses, communities and our Service.

UFAS incidents are false alarms reported across non-domestic premises, most of which experienced a reduction in the number of people entering those building types. As a result, UFAS incidents were down by more than one-third against previous years.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



Unwanted Fire Alarm Signal incidents attended in non-domestic premises



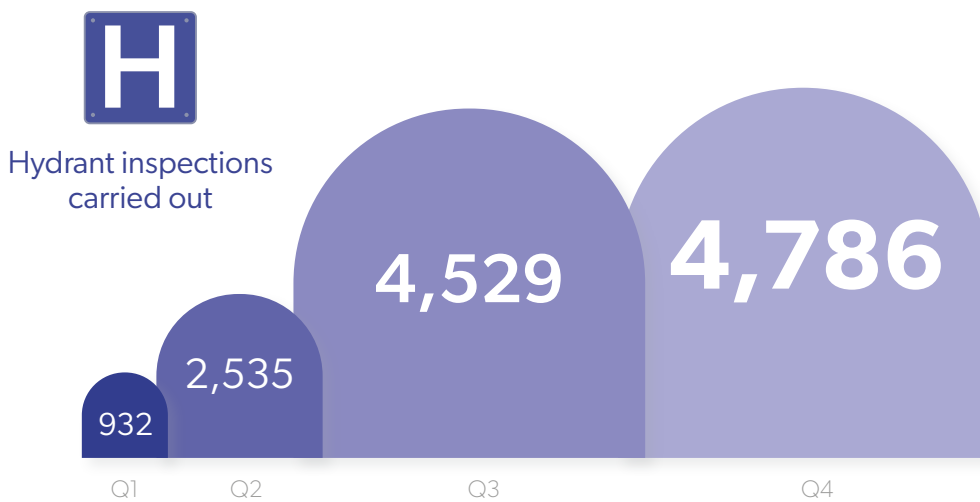
# OUTCOME 2 - Response

Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

## 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

Similar to community engagement activity, hydrant inspections were unusually low in the first quarter as a result of the pandemic related affects. As the Service began to positively adjust, so too did the number of inspections performed across the following three quarters.

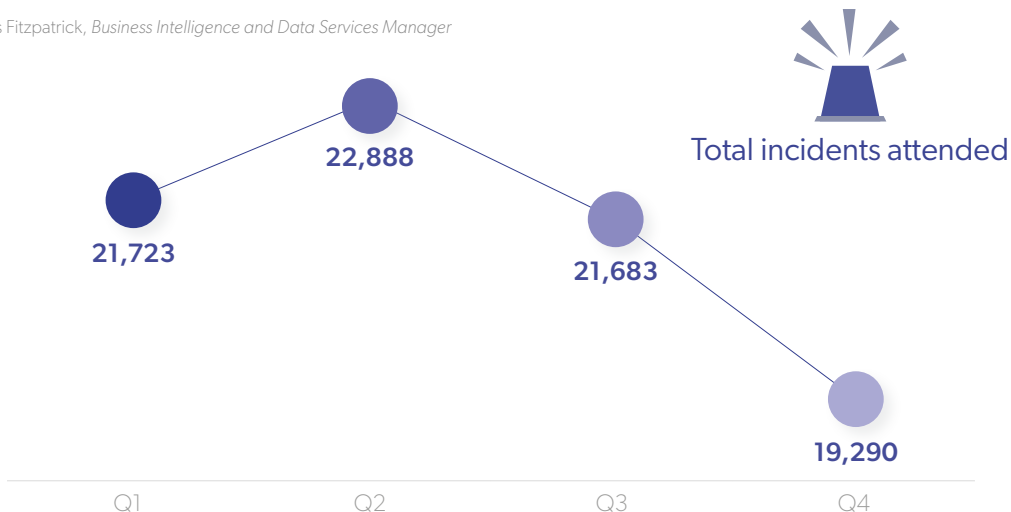
Chris Fitzpatrick, Business Intelligence and Data Services Manager



## 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

Full year incidents attended were at their lowest since 2014-15 with fewer false alarms and non-fire related incidents.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



## 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

SFRS attendance at incidents commonly associated with working with partner agencies has been increasing year-on-year. 2020-21 was the first year for a number of years where a slow down was evident. Quarterly activity was on a par but noticeably lower across the first quarter at both 'assistance to other agencies' and 'effecting entry/exit' incidents.

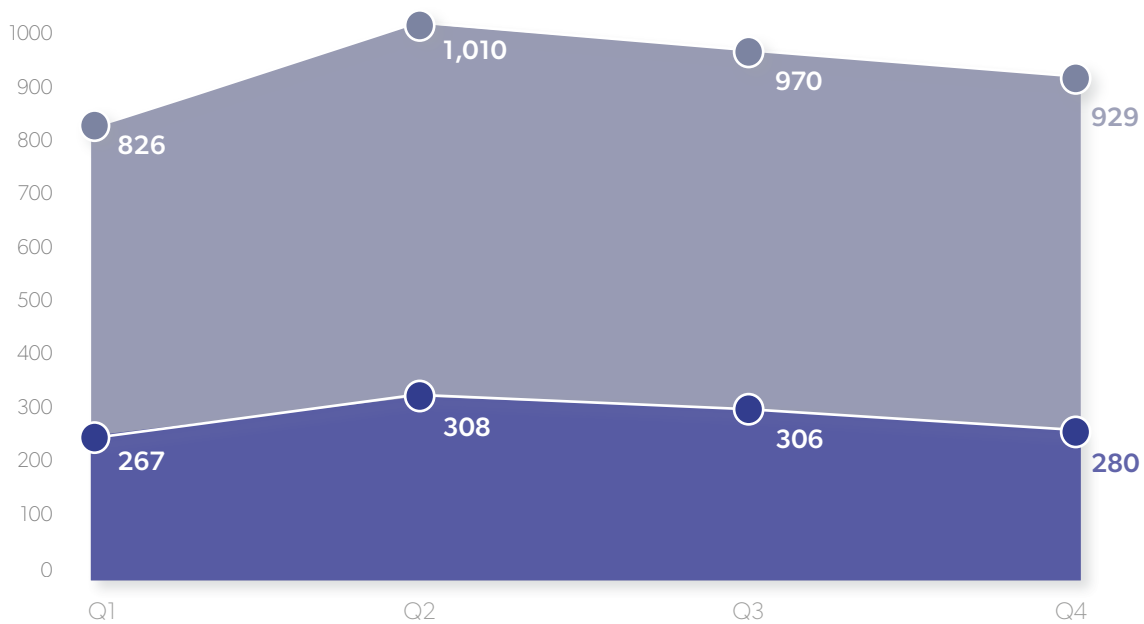
Chris Fitzpatrick, Business Intelligence and Data Services Manager



Effect entry/exit incidents attended



Incidents attended at the request of other agencies



3,463



### Non-refuse secondary fires

The first quarter of the year remains the period when most outdoor fires are experienced, this is influenced greatly by weather conditions and dry flora as well as human factors.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



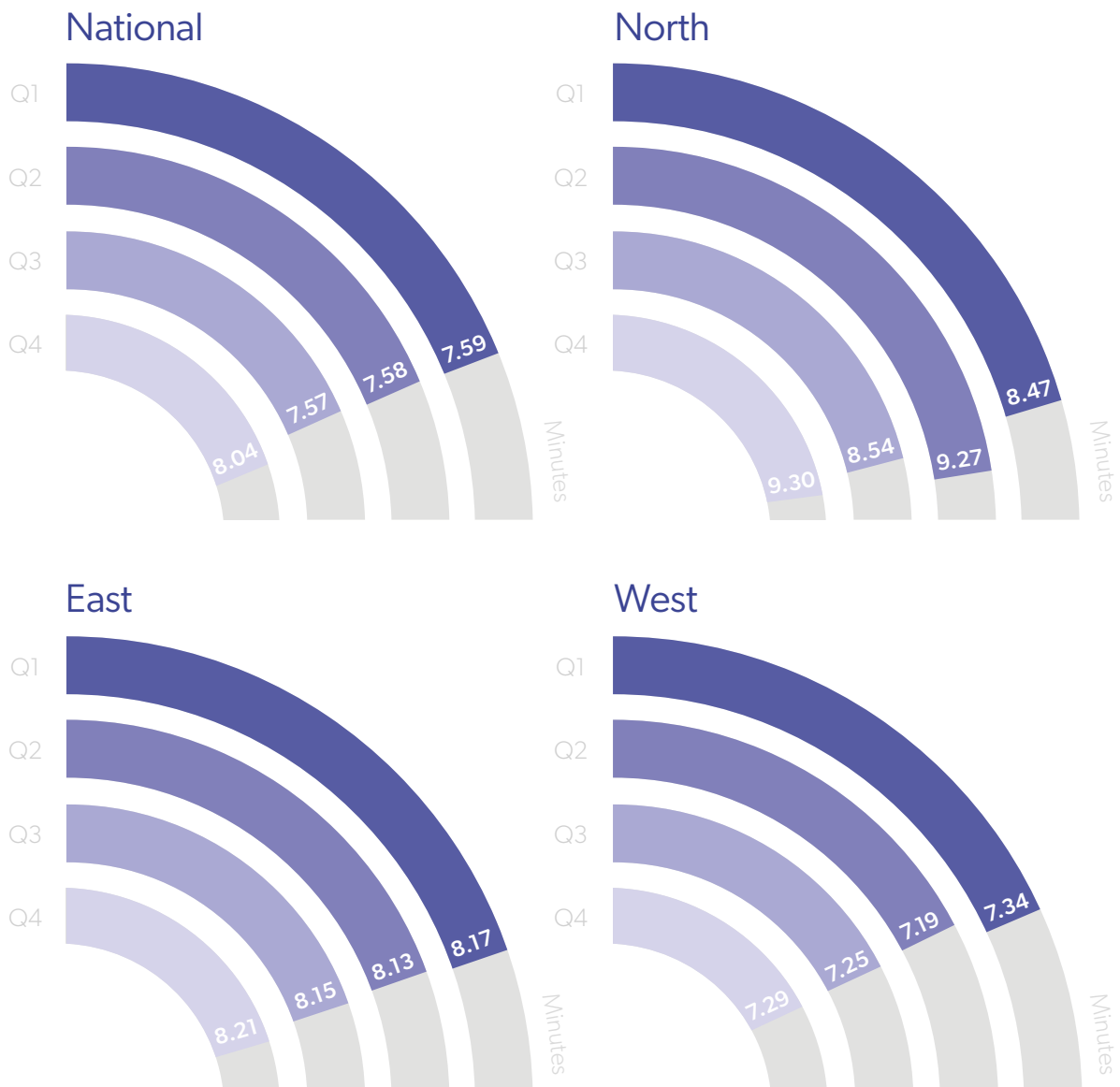
## 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

Response times across the three Service Delivery Areas were consistent across all quarter. The rurality of the North SDA has historically meant that response is marginally longer than the more urban East and West Service Delivery Areas.

Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



### Response times by Service Delivery Area



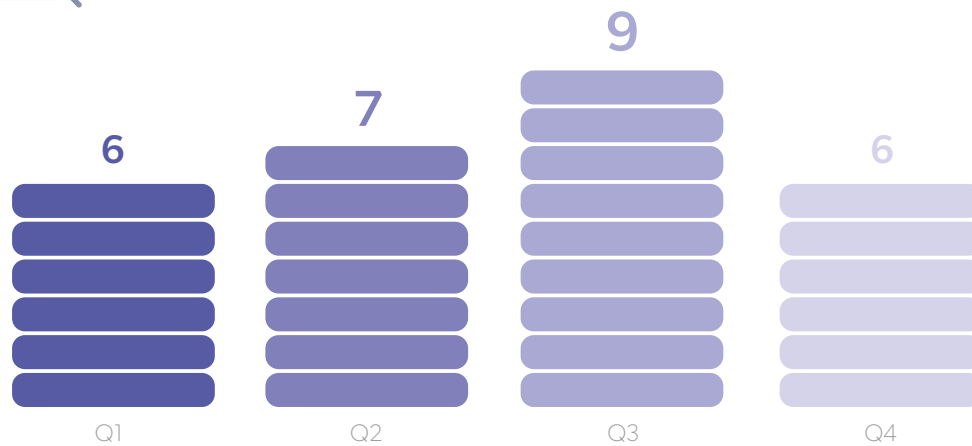
## 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies including working and learning with others and making the most of technology.

High severity accidental dwelling fires remain a far lower percentage of all those accidental dwelling fires recorded, and both medium and low severity fires continue on a downward trend across the year.

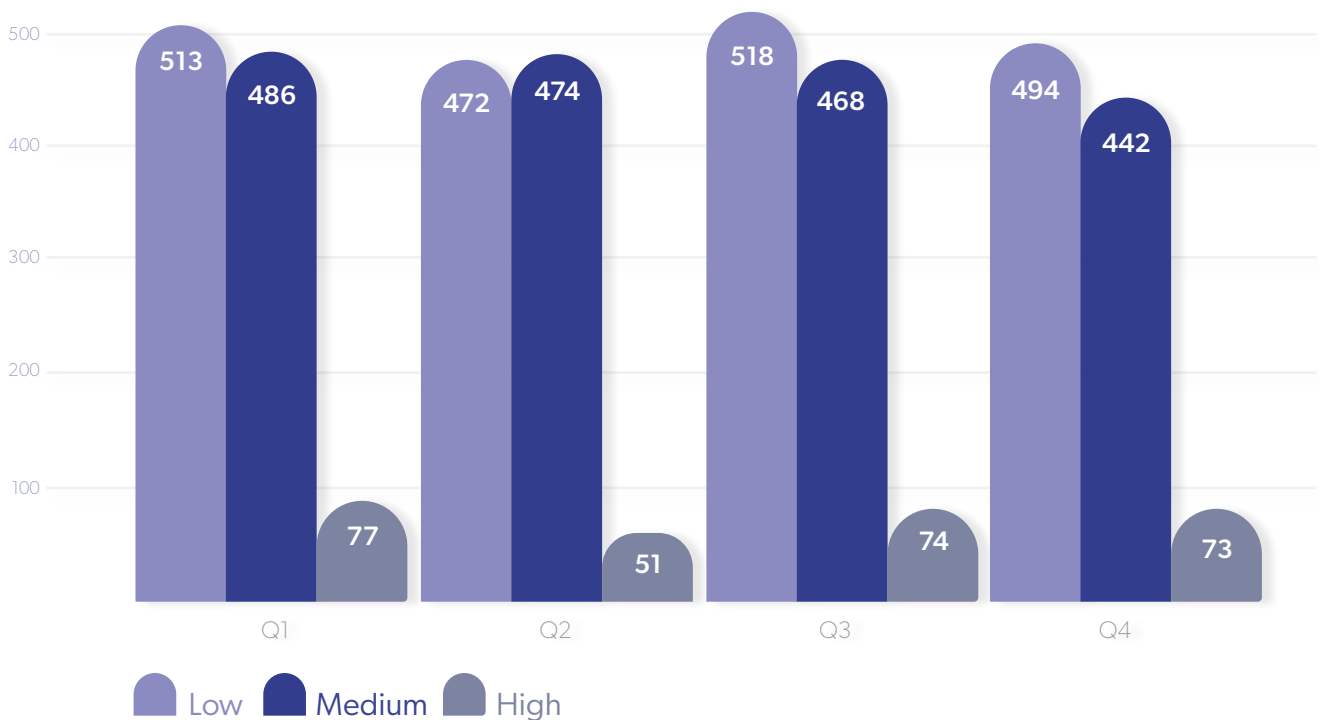
Chris Fitzpatrick, *Business Intelligence and Data Services Manager*



Audit actions arising from Operational Assurance process



Accidental dwelling fires broken down into the **severity** categories



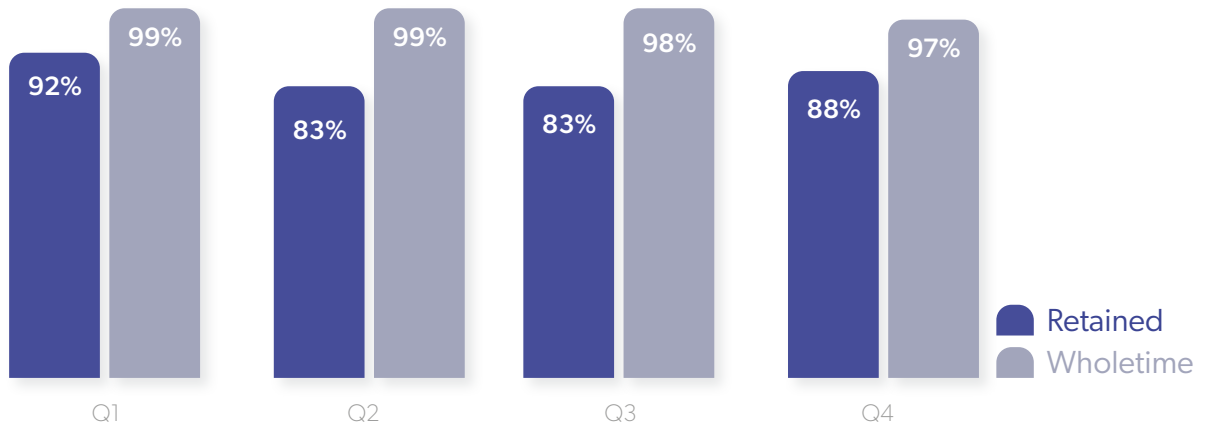
## 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Wholetime appliance availability was consistently strong across the year and with limited impact from the conditions experienced by the pandemic. Retained availability in the first quarter was higher than normal because of crews who had been furloughed from their primary employment.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



Appliance availability



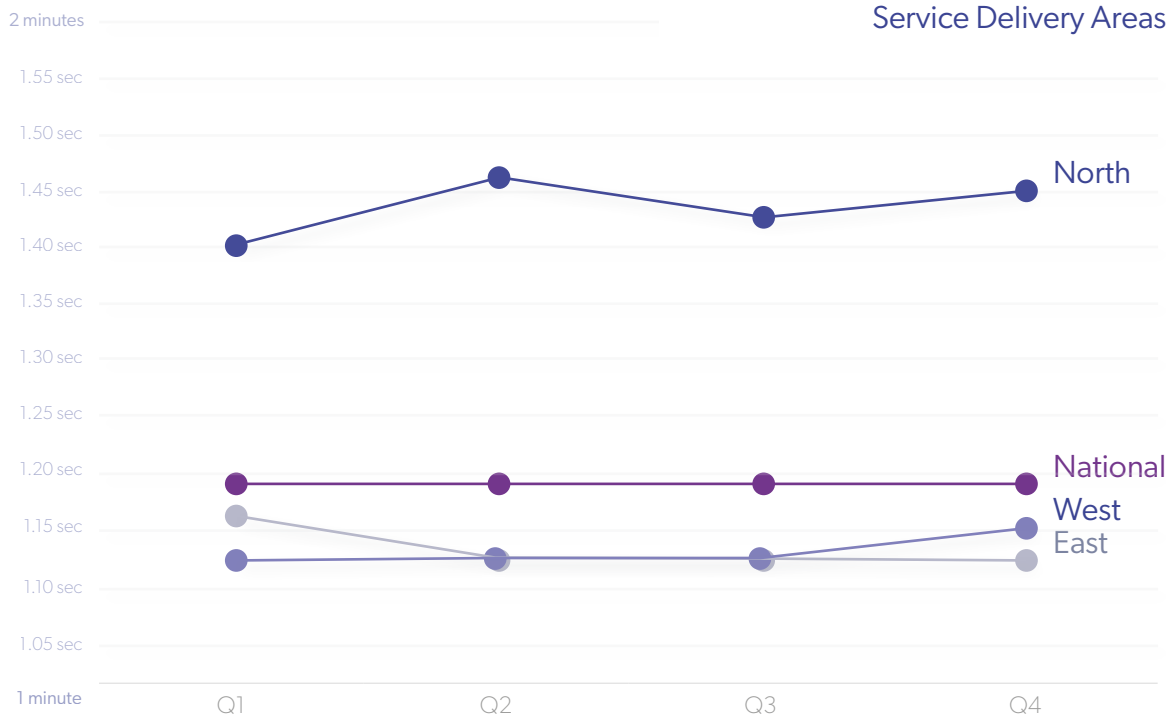
## 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

As with response times, call handling times remained consistent across the four quarters within each Service Delivery Area and for Scotland as a whole.

Chris Fitzpatrick, Business Intelligence and Data Services Manager



Call Handling times by Service Delivery Areas



# OUTCOME 3 - People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

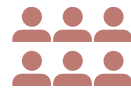
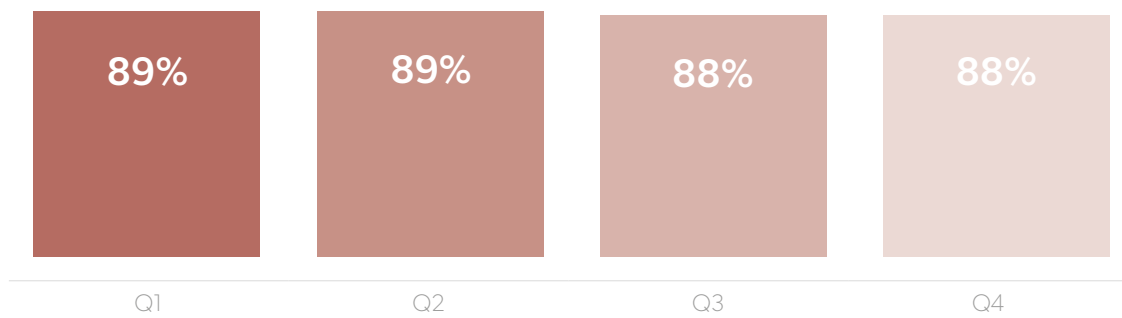
## 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

COVID impacts and the buoyant and competitive UK employment market has affected attraction and retention. We are changing how and where we recruit, as well as how we position our total reward offering to prospective and existing colleagues.

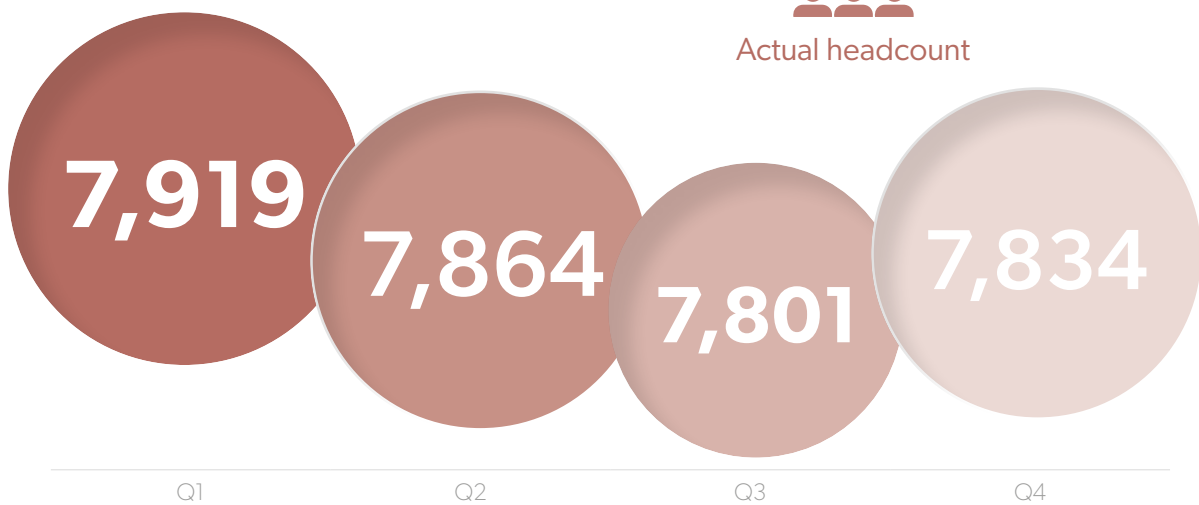
Lyndsey Gaja, Head of People and Organisational Development



Actual Full Time Equivalent (FTE) staff against Target Operating Model



Actual headcount



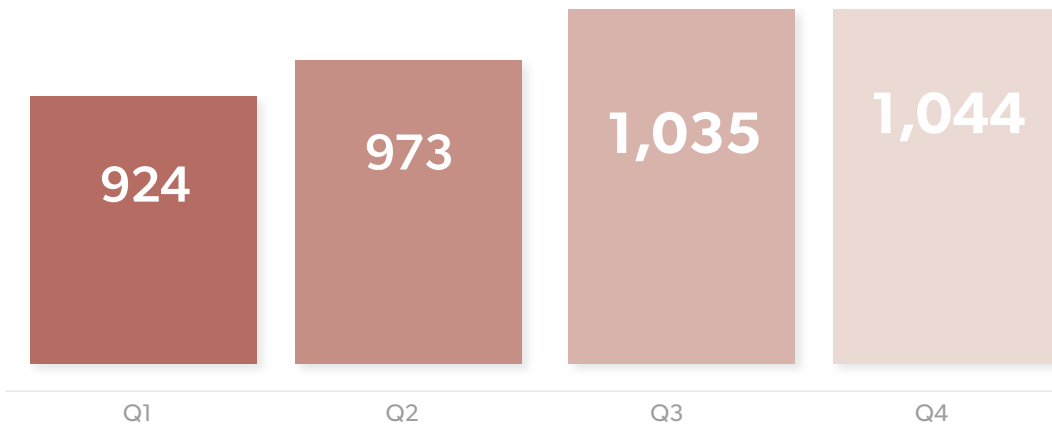
### 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Staff vacancies and turnover are evidence that SFRS is committed to being a great place to work, with a compelling reward and benefit offering, so we attract and retain the best talent.

Lyndsey Gaja, Head of People and Organisational Development



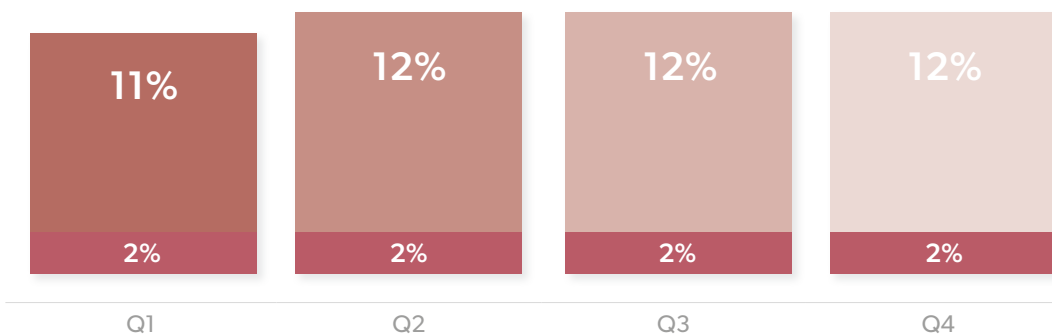
Staff vacancies by FTE



Staff vacancies



Staff turnover





### 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

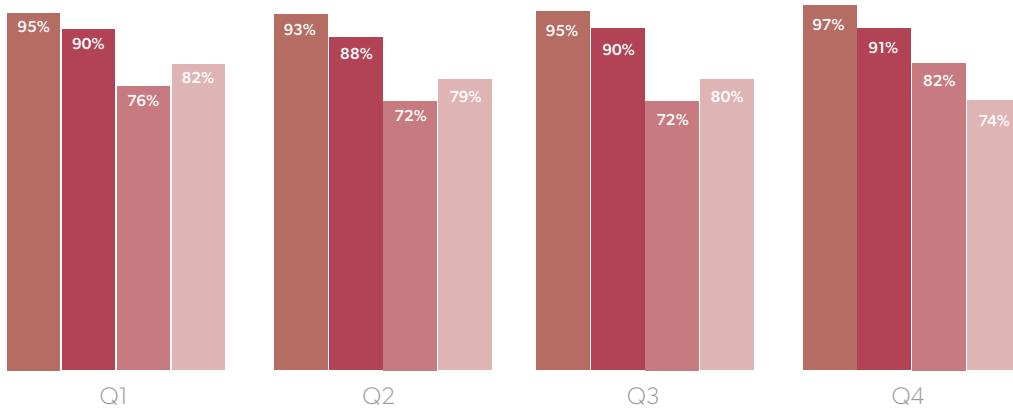
For Operational Core Competence, the figures shown across all four quarters of the year are fairly consistent. There is undoubtedly some room for improvement, however the data is aligned to our expectations and to the variances caused by the impact of personnel movement and promotion, particularly in our Flexi Duty Officers.

Bruce Farquharson, Head of Training, Safety and Assurance

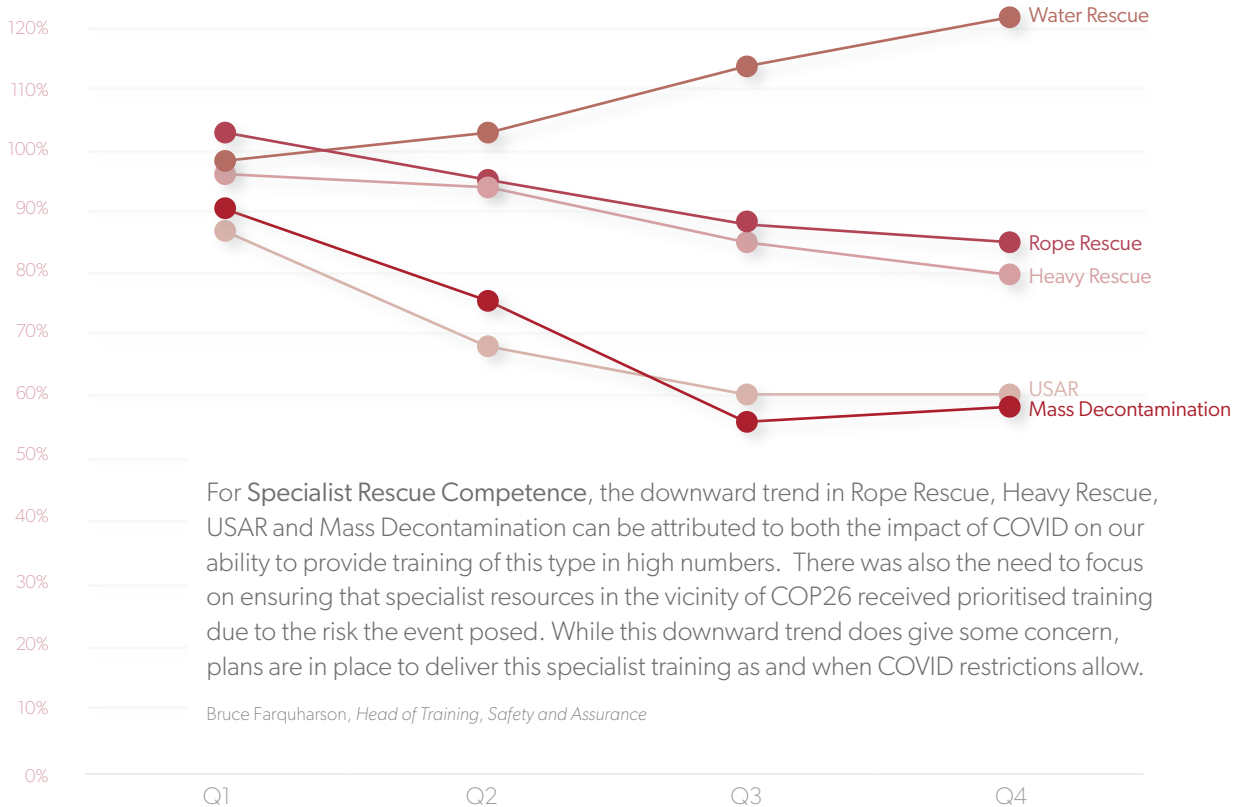


#### Staff deemed competent against requirement for **Operational Core Competence**

Resource Based Crewing
Retained Duty System
Volunteer Duty System
Flexi Duty System



#### Staff deemed competent against requirement for **Specialist Rescue Competence** (of required staff)



For Specialist Rescue Competence, the downward trend in Rope Rescue, Heavy Rescue, USAR and Mass Decontamination can be attributed to both the impact of COVID on our ability to provide training of this type in high numbers. There was also the need to focus on ensuring that specialist resources in the vicinity of COP26 received prioritised training due to the risk the event posed. While this downward trend does give some concern, plans are in place to deliver this specialist training as and when COVID restrictions allow.

Bruce Farquharson, Head of Training, Safety and Assurance

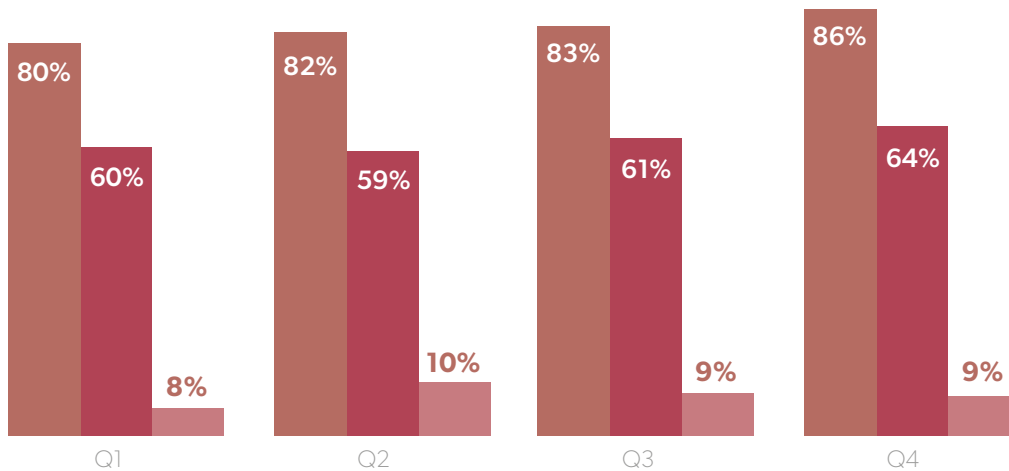
### 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Mandatory Maintenance Phase Training for Standard Modules remain relatively stable across all four quarters, and closely reflect the expectation we have for each staff type represented. Challenges felt by the restrictions in place to mitigate COVID do play a part, as does ICT pressures felt in the parts of the country that have a Retained or Volunteer Duty System provision, which tend to be more rural and remote.

Bruce Farquharson, Head of Training, Safety and Assurance



#### Staff deemed competent against requirement for Mandatory Maintenance Phase Training for Standard Modules

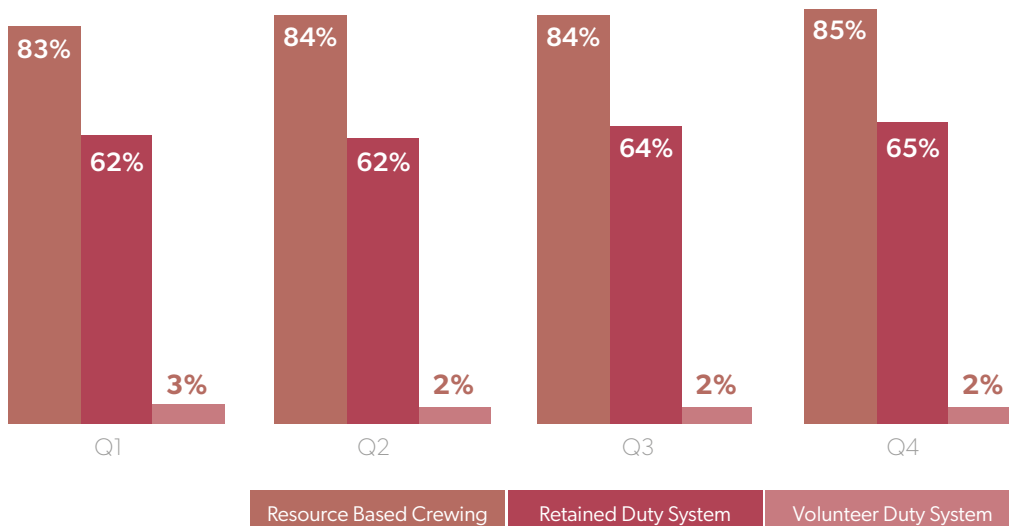


When comparing Mandatory Maintenance Phase Training for Advanced Modules to the performance against the Standard Modules it is clear to see a correlation in the performance for the Advanced modules. Our Volunteer Duty System Colleagues have a reduced need for the Advanced modules which is also reflected in the performance shown.

Bruce Farquharson, Head of Training, Safety and Assurance



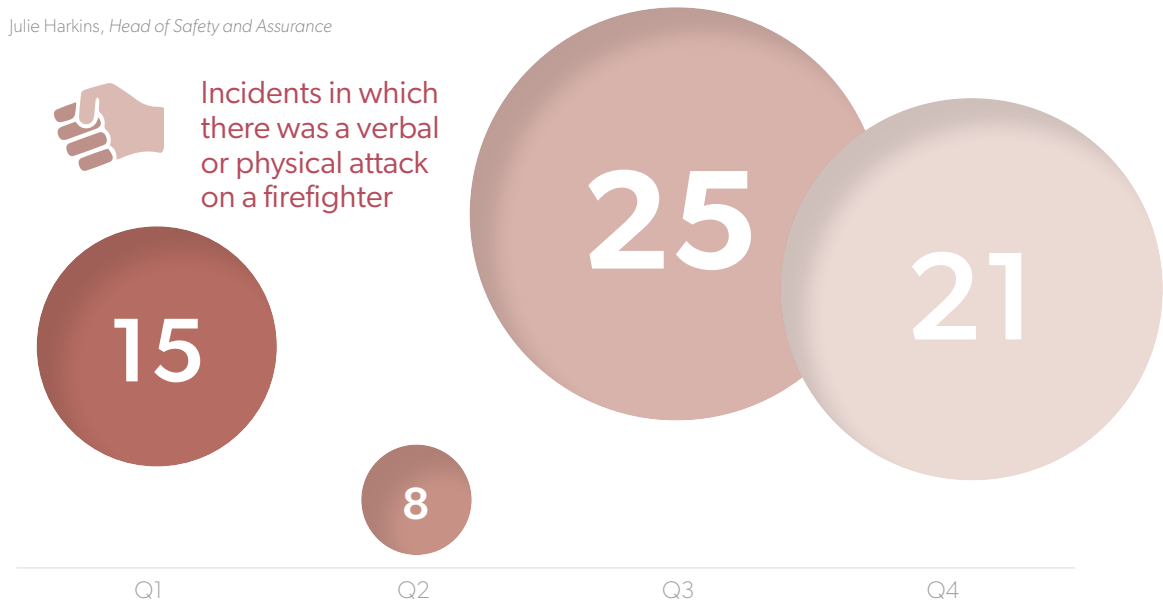
#### Staff deemed competent against requirement for Mandatory Maintenance Phase Training for Advanced Modules



### 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Incidents in which there was a verbal or physical attack on a firefighter shows an increase of 23% when comparing to the previous reporting year. The evidence is that a Firefighter was subjected to an act of violence (AoV) every 1400 operational incidents attended. Police assistance was requested for four in every five AoVs recorded.

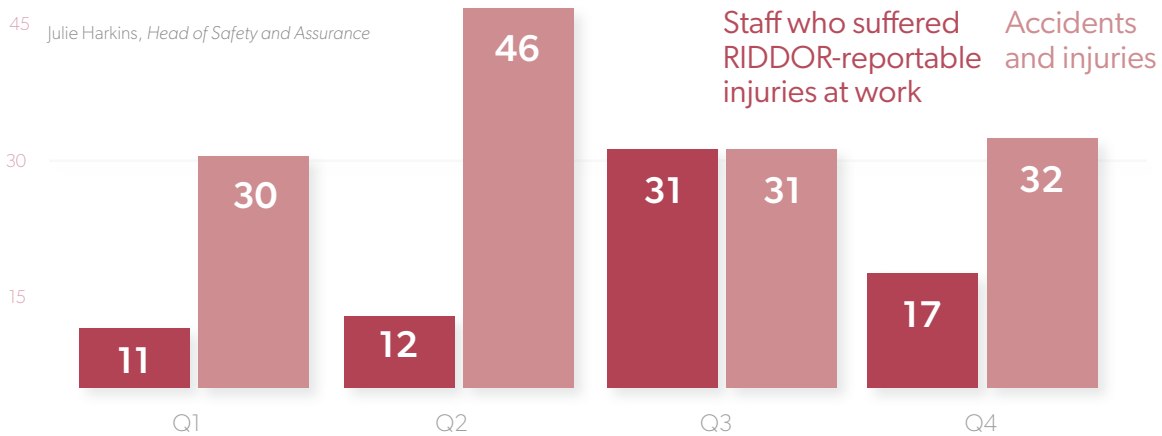
Julie Harkins, *Head of Safety and Assurance*



### 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

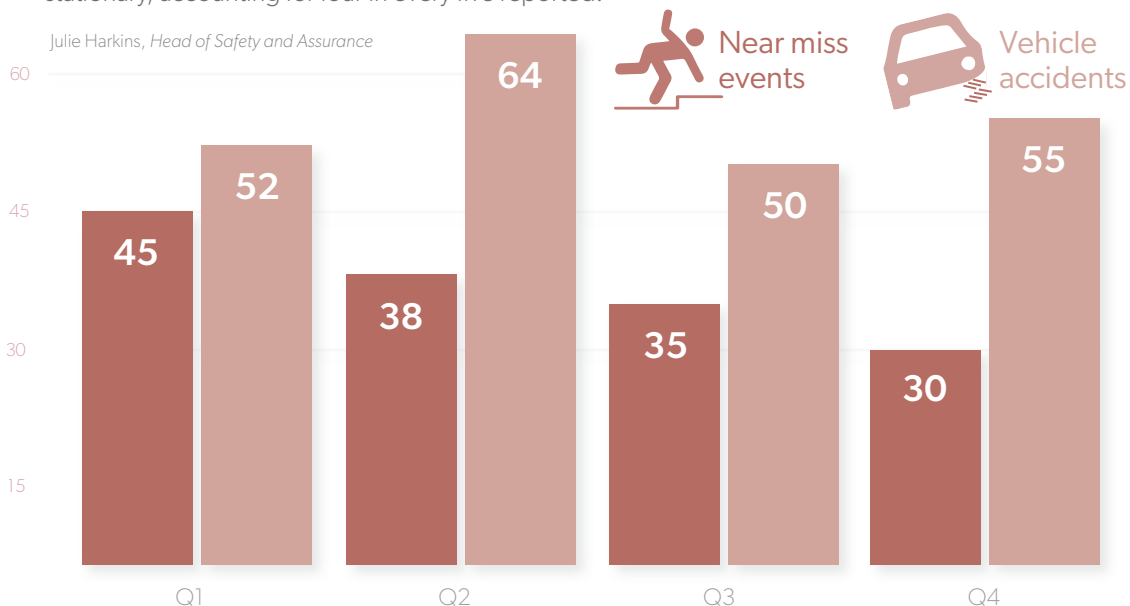
The total number of Accidents/Injuries reported to the Health and Safety Executive (HSE) under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) shows a 35% decrease when comparing to the previous reporting year. All RIDDORs were over 7-day Accidents/Injuries events representing a 12% increase in this category when comparing to the previous reporting year. 29% of over 7-day accidents/injuries reported to the HSE were associated with slips, trips and falls, 18% were as a result of manual handling, 24% were associated with a runaway vehicle at one incident and the remaining 29% there was no identifiable trend.

In addition to the above SFRS staff reported 352 confirmed cases COVID-19, of these 15% were deemed as having reasonable evidence to be determined as a workplace transmission and subsequently reported to the HSE under RIDDOR.



Near miss events in relation to the number of RIDDOR reportable events (excluding COVID-19) show a ratio of 9:1 which is an improvement on the 8:1 ratio recorded for previous reporting year.

Operational near misses accounted for 47%. 29% occurred during non-operational activities and 24% were associated with training activities. Vehicle accidents at operational incidents remain the most common vehicle accident with a vehicle accident reported every 590 operational incidents attended. The most common cause of vehicle accidents across the SFRS continues to be 'hit something fixed or stationary, accounting for four in every five reported.



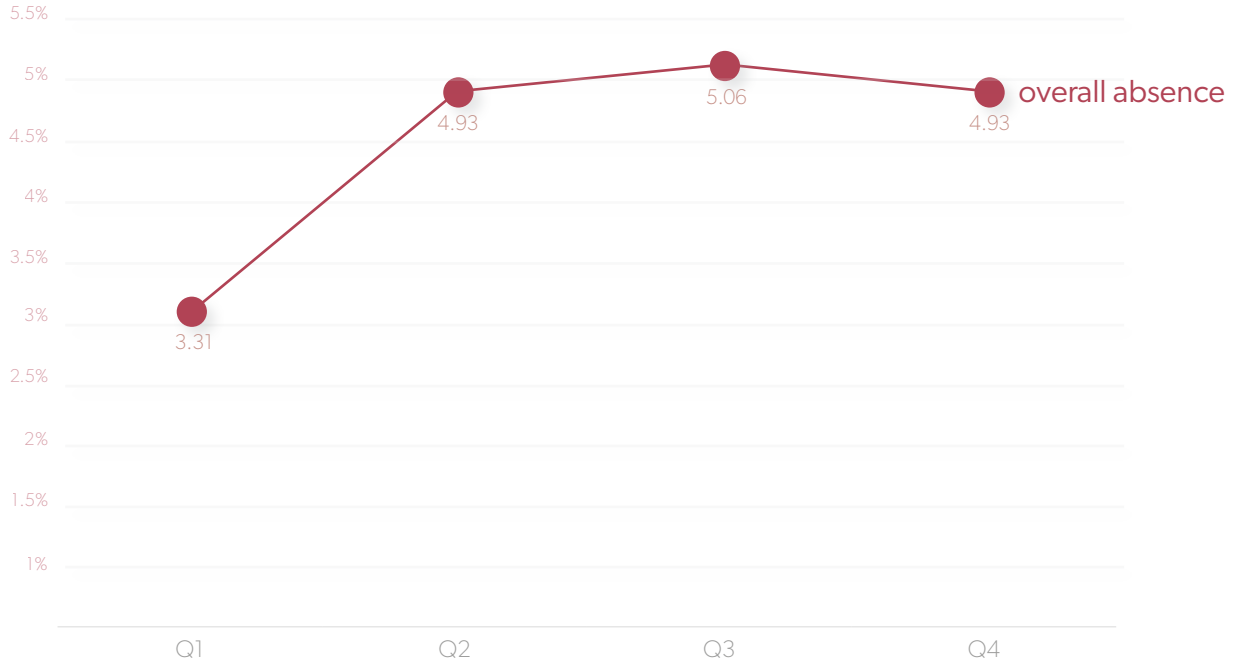
### 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Working days lost against days available. SFRS offers a broad range of interventions to maintain the good physical and mental wellbeing of all colleagues, and to support a return to health for colleagues who are absent from work due to ill health. This includes, where possible, considering alternative or amended duties to allow a safe return to work.

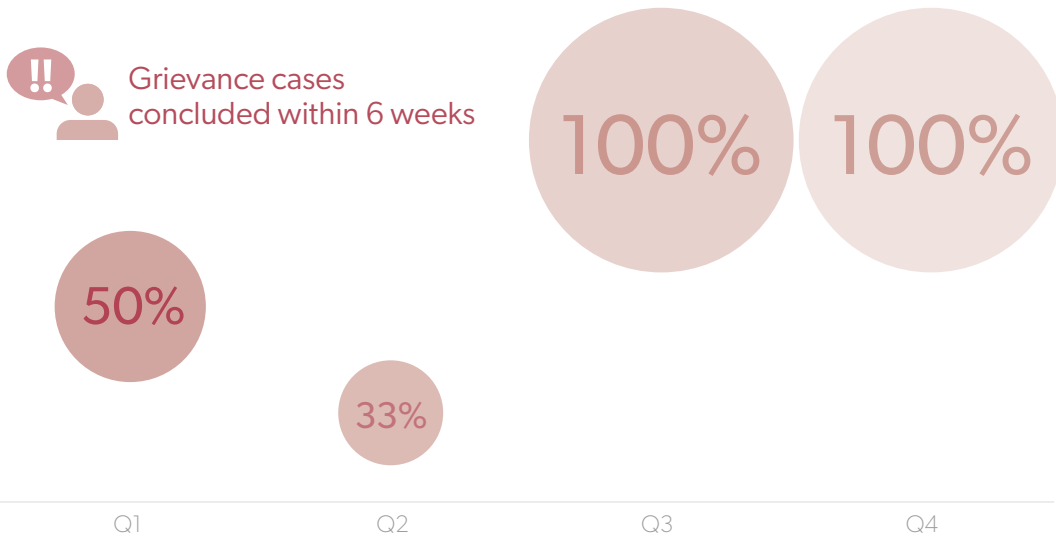


Working days lost against/ versus days available

Lyndsey Gaja, Head of People and Organisational Development



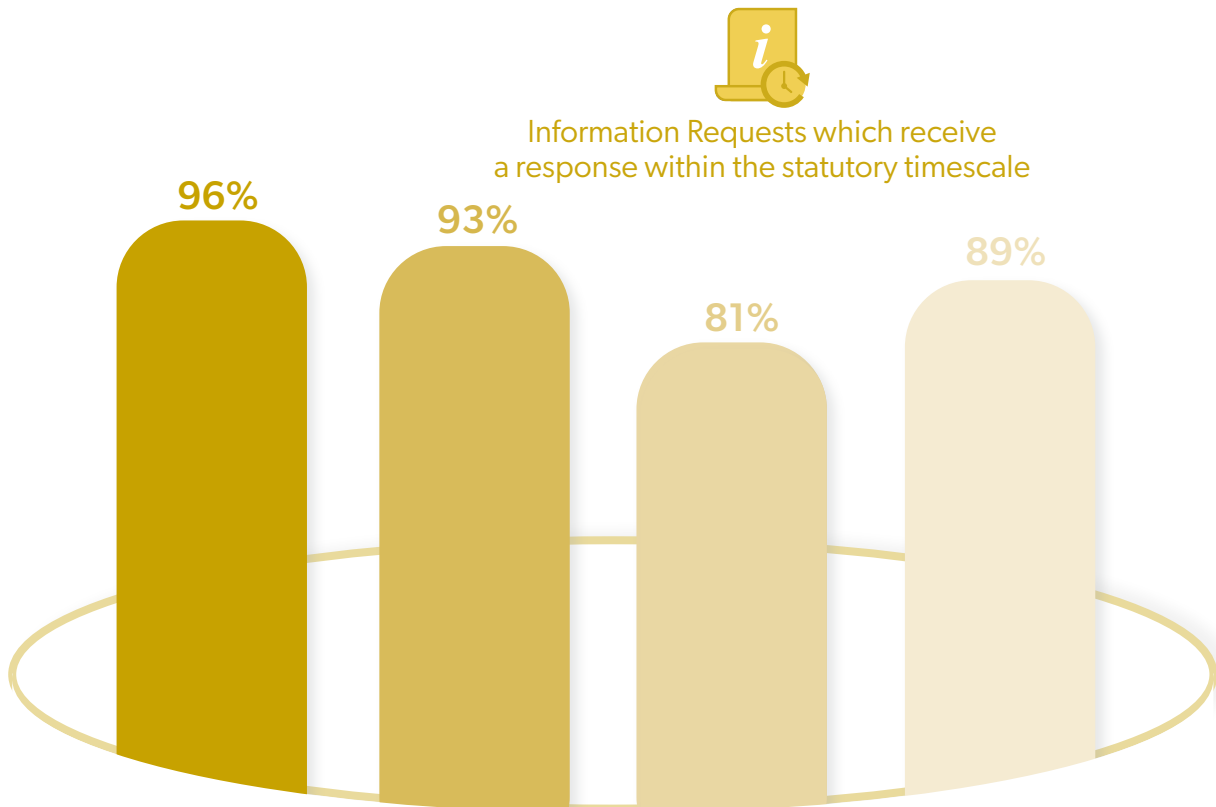
### 3.4 We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.



# OUTCOME 4 - Public Value

We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

**4.2** We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.



**4.2** We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

The SFRS terms and conditions for payment of suppliers is to pay suppliers within 30 days of the invoice date. Analysis of our performance during 2020/21 shows that 97% of invoices were paid within this timescale (96% in 2019/20).

Lyne McGeough, Acting Head of Finance and Procurement



\*N/A – Data during these periods was unattainable due to processes and procedures affecting personnel impacted by the pandemic across the year.

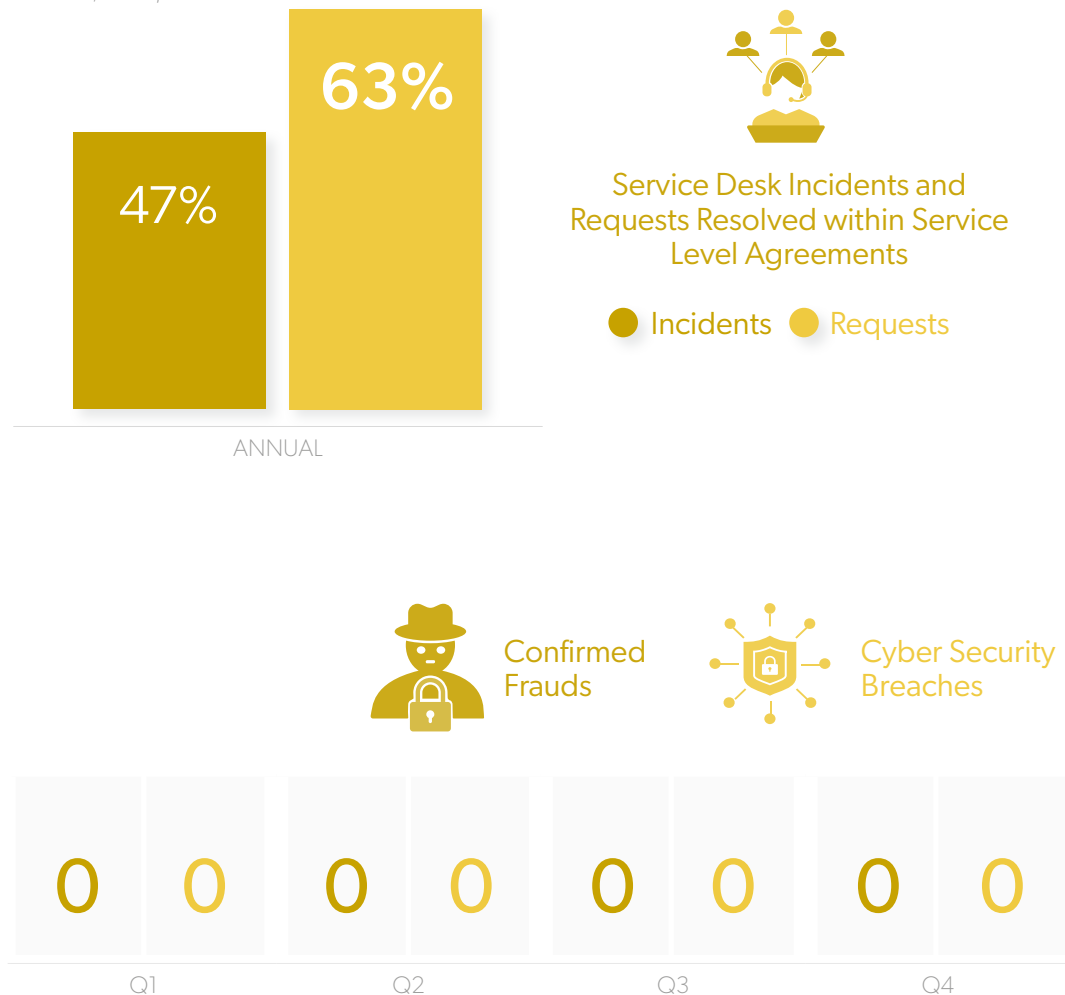
## 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Service Incidents are faults reported to the ICT Service Desk where a piece of equipment, system or service is broken or unavailable. These are broken down by priority and a timescale attached to each priority as a target for resolving the incident. For example a Priority 1 incident is a critical failure in an operations control room and attracts a fix timescale of 24 hours.

Service Requests are also reported to the Service Desk and are requests for change to a system or new equipment. These are also broken down by priority and a timescale attached as a target for resolution. The overall Service Level Agreement (SLA) is agreed by user departments and includes these timescales.

Performance against the SLA slipped during the year 2020/21 and specifically in Q1 and Q2 of the year due to the increase in both incidents and requests due to Covid and the move to working from home for many staff.

Sandra Fox, Head of ICT





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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

[firescotland.gov.uk](https://firescotland.gov.uk)

SFRS Performance Management Framework  
2020-21 Annual Review

Version 1.0 April 2022