Performance Management Framework 2021

Working together for a safer Scotland

Version 1.0 updated in April 2021 to reflect the 2020/21 Corporate Indicators

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INTRODUCTION

This Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance.

It describes the processes we use and the tools available to support us in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2016 and the outcomes and objectives set out in our Strategic Plan.

Effective performance management firstly involves identifying organisational direction and defining necessary actions. Then by monitoring, maintaining and improving performance it can be used as a key tool for delivering better outcomes, achieving value for money and increasing sustainability. Our PMF is fundamental to this by bringing together all the associated elements to guide our overall approach.

In the spirit of openness and transparency and to assure accountability, the PMF supports the effective reporting of performance nationally, locally and across the Service. It ensures that our people, and our key stakeholders, have access to appropriate performance information to fulfil their duties, support sound evidence-led decision making and effect robust scrutiny.

Effective performance management also requires the right culture and organisational capacity to succeed. This, in turn, requires leadership and organisational commitment. By building on our past successes and further developing our approach to performance management we drive improvements in community outcomes and improve our operational effectiveness and efficiency.

Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance.

We are committed to working with our partners to develop measures which better indicate the level of effectiveness of our joint intervention and prevention activities.

This PMF therefore helps us to achieve our ambitions by ensuring that:

- We better understand what demands are driving our services
- We better understand how well we and our partnerships are performing now and where we need to improve further
- We have better information to guide decisions about what we need to do to keep improving
- Our people are better informed and empowered to achieve continuous improvement
- We are open and transparent in how we are performing.

We keep the PMF under regular review. Particular attention is paid to the measures we have identified and the targets we have set to ensure they remain relevant and current. This informs decisions and communicates performance against our changing landscape.

Additionally, on the implementation of a revised Strategic Plan, a formal review will be instigated to ensure full alignment with any new objectives set.

PERFORMANCE MANAGEMENT IN SCOTLAND

We have a duty to work with other public services to contribute to the Scottish Government's Purpose and the National Performance Framework (NPF).

The Safer Communities Directorate of the Scottish Government sets out its plans for keeping communities safe in its document Justice in Scotland: Vision and Priorities. The vision "for a safe, just and resilient Scotland" is supported by four outcomes which our work must also contribute to. These are:

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
We live in safe, cohesive and resilient communities	Prevention and early intervention improve wellbeing and life chances	Our systems and interventions are proportionate, fair and effective	We deliver person-centred, modern and affordable public services

In support of the NPF and the Justice in Scotland Vision and Priorities, The Fire and Rescue Framework for Scotland 2016, and it's ten priorities, set out the operating context of SFRS, and 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 well-being of people throughout Scotland."

Our Strategic Plan covers a three-year period and outlines four **Outcomes** we aspire to achieve. Each of these Outcomes has a further four **objectives**, all of which will help us to achieve the Scottish Government's overall purpose.

The **Outcomes of our Strategic Plan** are

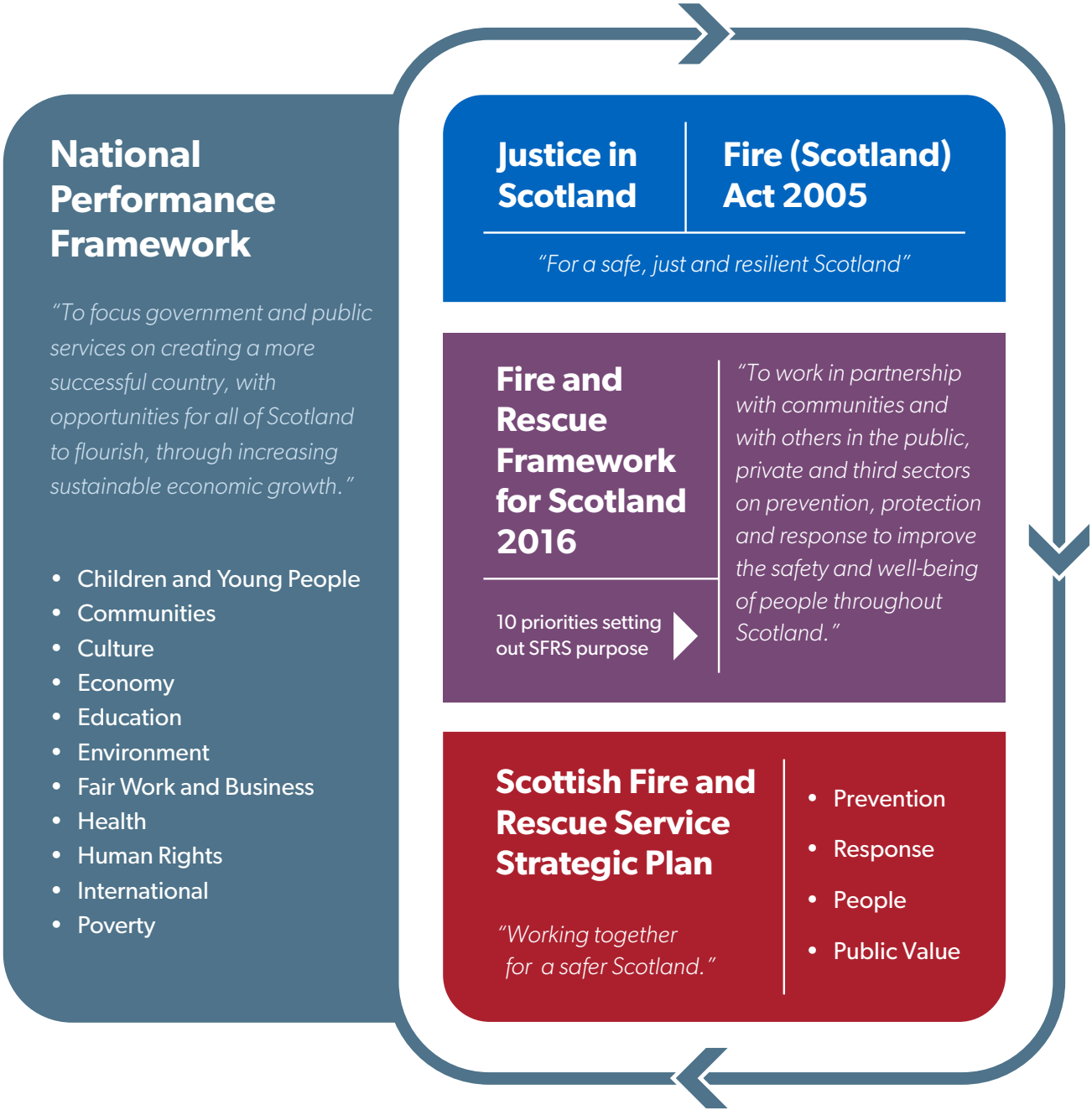
OUTCOME 1 - PREVENTION
Our collaborative and targeted **prevention** activities improve community safety and wellbeing, and support sustainable economic growth.

OUTCOME 2 - RESPONSE
Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland.

OUTCOME 3 - PEOPLE
We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services.

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.

See how the NPF connects down to our strategic outcomes and objectives below:



PERFORMANCE MANAGEMENT IN THE SCOTTISH FIRE AND RESCUE SERVICE

Our Culture

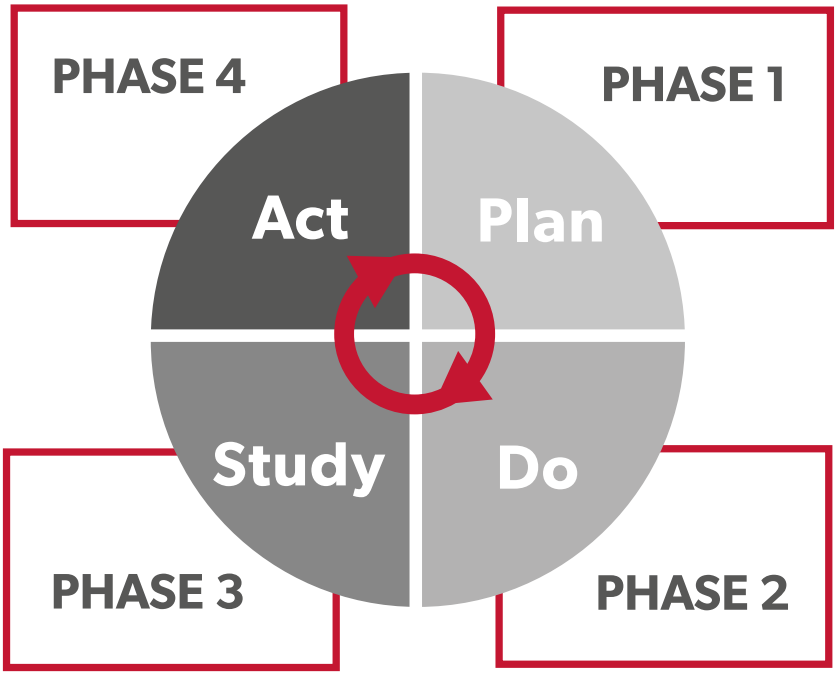
The PMF is supported by a performance enabling culture. We have strong active leadership committed to learning and improvement and are willing to challenge existing performance. As a result, we aim to deliver the most efficient and effective emergency service to all communities in Scotland.

Within the SFRS, we all have a part to play in how we manage and challenge our performance. Clear plans ensure every member of staff fully understand how their day-to-day work contributes to our strategic outcomes. An outline of roles and responsibilities is attached as **Appendix 1**.

Our Performance Cycle

To ensure we succeed, the PMF is structured around the performance improvement cycle '**Plan-Do-Study-Act**' adopted by the Scottish Government.

This continuous cycle helps us ask the right questions and generate the right information to support evidence based decision making and promote learning in delivering organisational improvements.



PHASE 1 - Plan

The Scottish Government sets out what is expected of us within the Fire and Rescue Framework for Scotland. We prepare a statutory three-year Strategic Plan setting out our outcomes and objectives to meet those expectations. **Appendix 2** demonstrates how our Strategic Plan aligns to the 10 priorities set within the Fire and Rescue Framework for Scotland 2016.

Our Strategic Plan is supported by a three-year Strategic Programme of Work which provides details on the activities we intend to carry out to successfully achieve our objectives. This informs our Annual Operating Plan, which provides specific detail on the actions we carry out each year, and from which our performance is scrutinised.

Directorate Plans further support the achievement of strategic priorities. These Plans provide specific information of what each Directorate will do over a rolling three-year period. These are supported by layers of functional, team and the individual development plans that are developed as part of our appraisal process. Progress of these actions are monitored by Directorate, functional or line managers as appropriate.

We also have to provide evidence of how we work towards certain statutory duties, such as Health and Safety, Environment, General Data Protection Regulation (GDPR), Procurement and Equality. These legally bound activities are captured and published within specific Strategies. Our equality outcomes are published and then mainstreamed throughout our business planning structure.

To meet our strategic change ambitions, our Portfolio Office Programme provides information on the key changes and major projects we carry out. Vigorous project management methodology provides greater assurance that our significant projects are completed to a high quality, are on time and are within allocated budgets, with regular updates being scrutinised by Executive and Non-Executive Committees.

How we deliver our services at a local level is defined by statutory Local Fire and Rescue Plans. These set local direction to meet the corporate outcomes and objectives and contribute to Community Planning Partnerships (CPPs). Local Councillors, through identified scrutiny committees in each local authority area, regularly challenge and scrutinise our performance against each Local Fire and Rescue Plan.

In addition, under the Community Empowerment (Scotland) Act 2015, we are statutorily bound to contribute to Local Outcome Improvement Plans (LOIPs) for each CPP area. These, together with the supporting Locality Plans, are intended to address the inequalities experienced by the most disadvantaged localities within the CPP area. By working closely with our Community Planning Partners, and leading some of their multi-organisation initiatives, we demonstrate our contributions and commitment to improving local outcomes.

Appendix 3 provides an overview of how all our business plans fit together and influence each other.

PHASE 2 - Do

Phase 2 involves taking action and tracking progress. To do this we use a number of tools to support effective delivery of performance management.

Performance systems

Our Performance Management System has been implemented and continues to be developed to join all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service. The system enables consistent application of the PMF and supports the Board and managers by providing and communicating accessible, quality performance information.

Principally, we draw down our corporate data from just a few functional specific systems, such as the Incident Recording System used by all UK Fire and Rescue Services, our Human Resource Systems and our Financial Management System. These systems, together with other bespoke databases, feed information to a central data analytics application. From here our data is collated, presented and reported in many different formats to support detailed analytics and scrutiny.

Performance measures

To ensure we achieve our ambitions and priorities, measures are used to assess our progress and the intended impact of our activities, projects, or programmes of work. A balance of quantitative measures (the numbers) and qualitative measures (the story) are used to provide information of how well we are doing.

In selecting performance indicators, we have considered key performance questions to define what success looks like. By using this systematic approach, we have developed a holistic suite of corporate performance measures which directly supports the outcomes of the Strategic Plan. A list of our corporate performance measures is attached as **Appendix 4**.

Our performance measures continue to develop year on year to ensure we have the right measures in place to monitor our performance across all aspects of the Service. This work will continue to ensure that we can provide a more balanced list of performance indicators in line with common best practice.

This would provide a more comprehensive view of our performance as a whole. Only quantitative data can be analysed statistically and this data type is used as a method of more rigorous assessment of our performance. We make sure our data is accurate and of the highest quality to enable sound decision making.

Alongside our ambitions for change and expanding community role, we are exploring methods and systems to collate relevant performance measures to demonstrate the wider value and the positive impact we have on Scotland's communities and households.

Target Setting

Targets provide a quantitative representation of our aspirations and give a good indication of the areas we wish to focus our attention. They provide an indication of the topics where we most wish to improve and a value of what a reasonable expectation for the future would be. All indicators are closely monitored whether targets have been set or not as, in some cases, target setting is not feasible. All of our performance indicators link in with our strategic plan and are underpinned by the services values.

In setting targets we look at historic data and the latest data analysis to consider the most appropriate methodology. If required we smooth out the volatility of the quarterly totals to set appropriate targets such that the latest data can be assessed fairly in our context.

We also look to trends in other Fire and Rescue Services and while direct comparison is often not possible due to differences in geography and demographics, we take inspiration from what has been achieved elsewhere. We will set longer-term targets when justified by the data and we continue to stretch our performance and encourage continuous improvement.

In addition to target setting, we routinely provide data analysis on a wide range of topics and are increasingly using advanced analytical techniques and developing internal benchmarking metrics in line with the priorities outlined in the Business Intelligence Strategy.

Our performance indicators which do not have specific targets set against them are treated in the same way as those with numeric targets. They are closely monitored through our governance routes and are regularly reviewed, analysed, and scrutinised at senior management and board committee level, with mitigating actions taken where possible.

PHASE 3 - Study

In this phase our performance is reported, scrutinised and evaluated. We have a statutory duty to report on our performance against many criteria, including our activity performance, our sustainability, our corporate governance and our financial management.

Every year we are subject to an annual Ministerial review. An Annual Performance Review Report is produced and published to provide evidence of our progress towards the priorities set by Ministers in the Fire and Rescue Framework. The Board is held to account on this performance at a public meeting each year. A Mid-Year Performance Review is also submitted to provide assurance against our performance.

An Annual Report and Accounts is prepared each year in accordance with the Government Financial Reporting Manual. External Auditors, appointed by Scottish Ministers, are invited to carry out a comprehensive audit to ensure our Annual Report and Accounts have been prepared with integrity and probity. Once approved the document is laid before the Scottish Parliament and published on our website.

In our role as 'Producers of Official Statistics' we publish statistical bulletins each year. Tables and charts are included for analysis, as well as associated policy documents explaining how we deal with issues of data quality, revisions and disclosure.

Through an integrated approach to performance reporting we continue to keep our performance expectations on track to deliver our priorities. Timely performance reports are presented to the Board, and Committees of the Board (detailed in Appendix 4), including exception reporting where necessary, ensuring there is regular, appropriate level of scrutiny and challenge applied to the progress of our actions and performance indicators.

More detailed scrutiny and analysis of our performance is carried out by our Executive Boards and Management Teams who regularly monitor trends and gain a greater understanding of the cause and effects to our performance.

To evidence how we are delivering against our Strategic Plan we have prepared an 'evidence map' including tangible supporting evidence, attached at **Appendix 5**. Regular progress reports are prepared to evidence our progress against the listed corporate indicators and supporting evidence. Additional evidence is gathered through annual reports on our strategies and case studies, specific analytical reports and review outcome reports.

To facilitate local scrutiny and to demonstrate our contribution to local outcomes against Local Fire Plans, Local Senior Officers produce timely local performance reports. A local performance measurement framework is being developed to align with the corporate framework, ensuring there is a clear line of sight established between national and local service delivery performance.

Internal Scrutiny and Assessment

Our internal audit arrangements protect our assets and reputation by providing assurance over risk management controls and governance processes. To keep their independence, Internal Audit arrangements are provided by an audit service and report directly to the Audit and Risk Assurance Committee and the Chief Officer (as Accountable Officer) and consult with them to create their Annual Audit Plan.

Similar audit programmes are also undertaken by Health and Safety and Operational Assurance to review our activity and standards. These are intended to identify strengths, areas for improvement, risks and opportunities so that these can be integrated into our planning and performance arrangements. To ensure continuous improvement the outcomes of these are reported to a relevant Executive Board and subsequently to the appropriate Committee of the Board.

To promote continuous improvement and robust performance management, we are also committed to self-assessment. This is a process which uses evidence, challenge and critical reflection to improve performance.

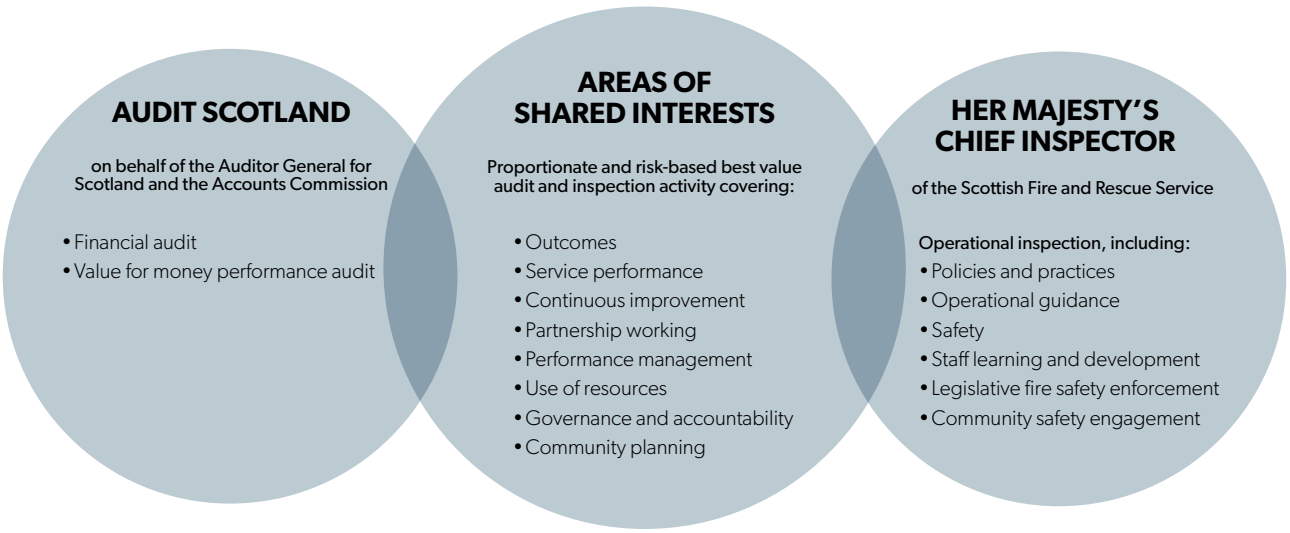
Our Improvement Strategy outlines how we support performance improvement across the Service by using an approach which combines process and systems with relationships, skills and attitudes. This will be delivered through a series of self-assessments, process reviews and redesign, peer reviews and strategic service reviews.

External Scrutiny

External scrutiny is primarily undertaken through the co-operative approach of complementary and proportionate scrutiny by Her Majesty's Fire Service Inspectorate (HMFSI) and on behalf of the Auditor General for Scotland and the Accounts Commission.

Whilst there are areas of shared interest for inspection of issues relating to Best Value, Audit Scotland have clear responsibility for financial and value for money, and HMFSI has responsibility for operational inspection as outlined below.

Monitoring and reporting of internal and external audit performance is carried out regularly at different levels and by different stakeholders. This ensures an appropriate level of scrutiny and challenge is applied at each stage which further encourages accountability and develops a rigorous performance culture.



PHASE 4 - Act

Phase 4 evidences our commitment to continuous improvement by learning from our performance information, sharing good practice or implementing additional measures to drive improvements.

Knowledge management

Knowledge and performance management are intrinsically linked within a continuous cycle of learning and action. By learning from performance, we increase our knowledge. The more we know, the more we can improve.

Our measures are used to identify where our strengths and weaknesses are. By scrutinising our performance and by applying appropriate benchmarks, from internal or external sources, we can identify where good practice exists. Building an understanding of the practices which have delivered good performance creates knowledge, which can be shared and applied to other areas where performance needs to be improved.

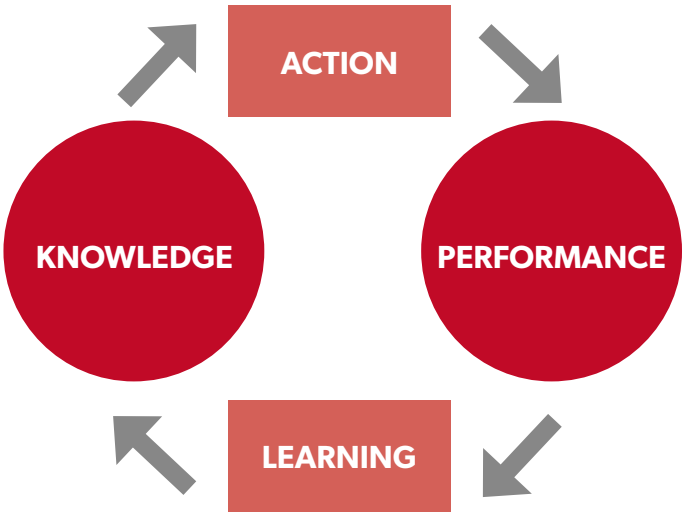
Organisational learning is not just generated from performance indicators. Many sources such as audits, inspections, assessments and reviews all provide valuable information from which we can improve. We also learn from our engagement and consultation activities.

These help to identify where we need to improve, as well as build an understanding of our staff and stakeholders' expectations, so that we can plan and deliver services which, as far as practicable, meet their needs.

Performance information generated needs to reach the right teams or individuals at the right time so that they can learn from it and take action as necessary. Our Performance Management System, performance related business processes and dedicated teams help make relevant and current information available to all staff, allowing monitoring and reporting as and when required, with real time information.

We have in place a variety of Board committees, executive and management forums which oversee the delivery of specific tasks or functions and their performance.

You can find out more about our different committees on our website (each of our committees is listed on the left). These corporate and local forums are kept under regular review not only to make sure our governance of performance is sound throughout the organisation, but also to make sure learning opportunities are maximised.



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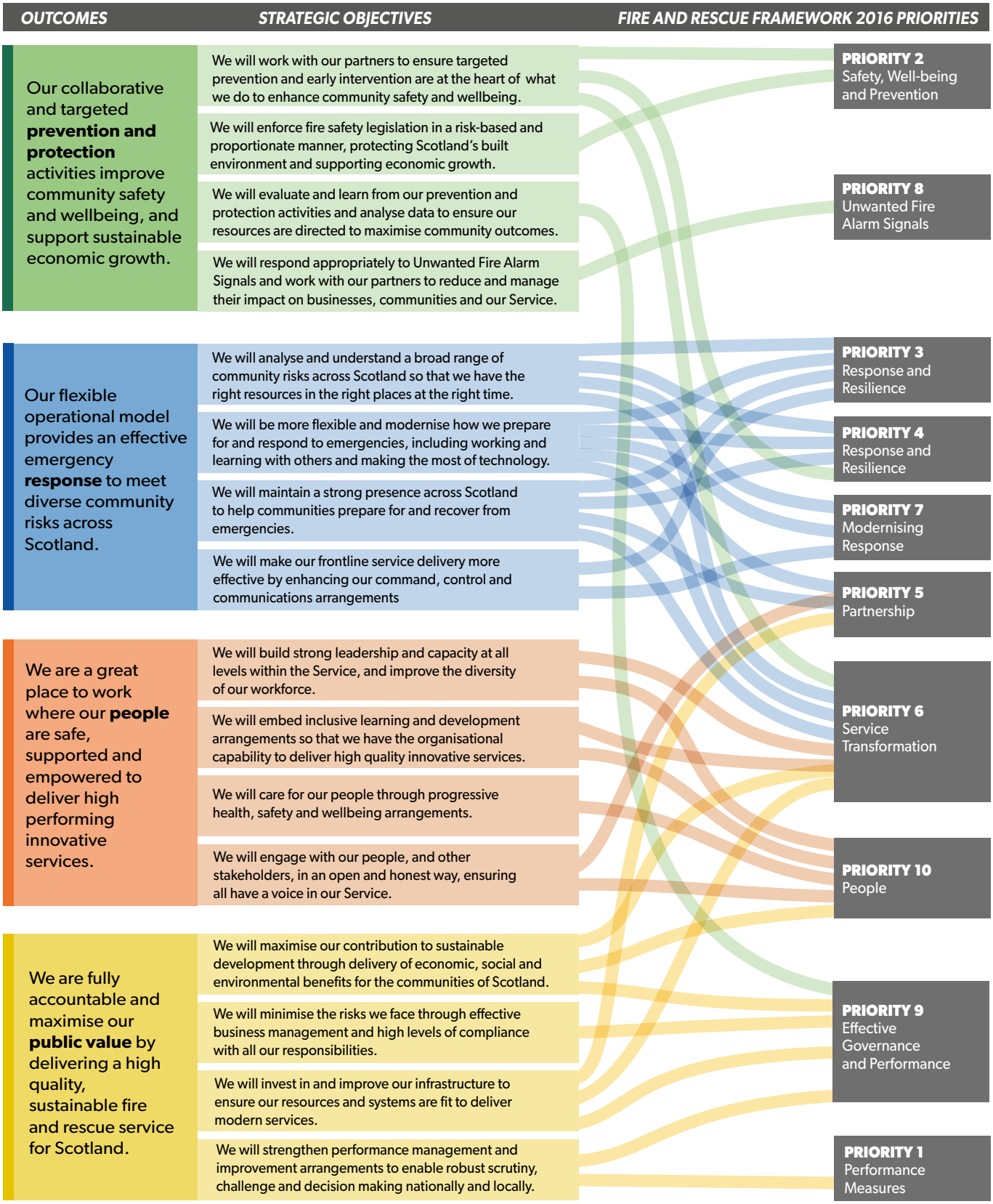
APPENDIX 1
ROLES AND RESPONSIBILITIES

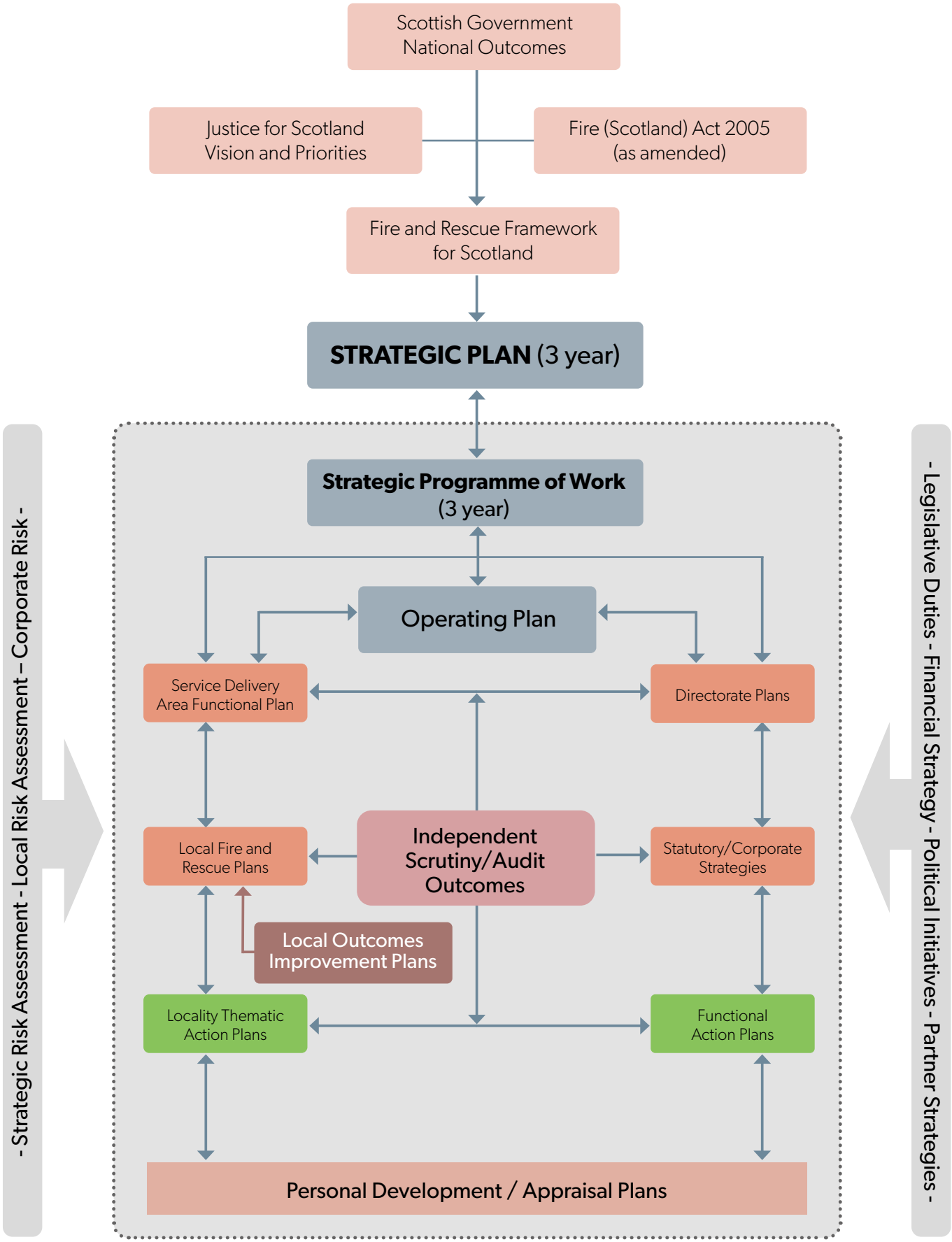
GROUP	ROLE	RESPONSIBILITY
Scottish Ministers	• Scottish Ministers are accountable to the Scottish Parliament and to the public for the activities of the SFRS and its use of resources.	• Set out priorities for the SFRS in the Fire and Rescue Framework. • Approve the SFRS Strategic Plan. • Agree the budget and associated grant aid requirement to be paid to the SFRS.
SFRS Board and Committee Members	• 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 to provide constructive challenge. • Review performance against the Fire and Rescue Framework for Scotland.	• Produce and submit Strategic Plans to Scottish Ministers for approval. • Take forward the outcomes and objectives of the Strategic Plans and secure Best Value. • Determine the steps needed to deal with wider changes which are likely to impact on the delivery of Strategic Plans or attainment of operational targets. • Produce and lay before the Scottish Parliament an Annual Report and Accounts. • Ratify any changes proposed to Corporate Performance Indicators. • Monitor and challenge progress against strategic outcomes, objectives and performance indicators. • Determine the nature and extent of the significant risks it is willing to take and oversee sound risk management and internal control systems. • Direct specific reviews to scrutinise decisions and agree alternative strategic proposals to help improvement. • Provide challenge on performance issues. • Promote positive performance management culture.
SFRS Strategic Leadership Team and Senior Management Board	• Strategic role in setting and ensuring achievement of Service objectives, vision and targets. • Holding Directorates to account on progress against outcomes, objectives and performance indicators. • Ensure action is taken to deal with areas of weak performance.	• Prepare Strategic Plans for Board approval and advise members of progress. • Assure Annual Report and Annual Statement of Accounts for onward submission to the Board. • Ensure that timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. • Ensure the preparation of Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. • Lead the review and development of Corporate Performance Indicators. • Monitor and challenge performance outcomes and direct action to improve areas of poor performance. • Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. • Agree Portfolio Office programmes and receive reports for scrutiny on project performance. • Celebrate good performance and ensure good practice is shared throughout the organisation. • Ensure arrangements are in place to monitor significant risks and direct action to manage emerging and escalating risks. • Direct and agree internal self-assessment and audit programmes and receive outcome reports.

GROUP	ROLE	RESPONSIBILITY
SFRS Directors and Heads of Function	• In accordance with the Performance Management Framework managing performance within area of responsibility to support the achievement of outcomes and objectives.	• Develop plans to align functions with the strategic priorities of the Strategic Plan and ensure performance measures and targets are proportionate and fit for purpose. • Celebrate good performance and ensure good practice is shared throughout the organisation. • Develop a sound process of monitoring 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. • Ensure all staff within functions understand their performance requirements. • Benchmark performance across functions.
Strategic Planning, Performance and Communications Directorate	• Support the Service in meeting its planning and performance statutory duties responsibilities. • Support and provide guidance to Directors and Heads of Function in delivering the requirements of the Performance Management Framework.	• Prepare Strategic Plans for Board approval and advise members of progress. • Ensure that timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. • Ensure the preparation of Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. • Oversee monitor and challenge performance outcomes and direct action to improve areas of poor performance. • Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. • Agree Portfolio Office programmes and receive reports for scrutiny on project performance. • Celebrate good performance and ensure good practice is shared throughout the organisation. • Ensure arrangements are in place to monitor significant risks and direct action to manage emerging and escalating risks. • Direct and agree internal self-assessment and audit programmes and receive outcome reports.
SFRS Local Senior Officers (LSOs)	• Managing performance within an LSO area to support the achievement of the Service's outcomes and objectives and locally aligned priorities.	• 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 risk as well as developing areas of good practice and innovation.
All Staff	• Managing personal performance to support delivery of outcomes and objectives.	• Take action to maintain and improve performance. • Celebrate good performance and escalate good practice to share throughout the organisation.

APPENDIX 2
ALIGNMENT OF SFRS STRATEGIC PLAN WITH FIRE AND RESCUE FRAMEWORK



APPENDIX 3
BUSINESS PLANNING STRUCTURE



APPENDIX 4
CORPORATE PERFORMANCE MEASURES

Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
INCIDENTS							
1.1	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Quarterly	Reduce based on moving 3-year average	✓	✓		
1.2	Number of deliberate primary fires	Quarterly	Reduce based on moving 3-year average		✓		
1.3	Number of Road Traffic Collisions attended	Quarterly	Monitor		✓		
1.4	Number of refuse and vehicle fires	Quarterly	Reduce by 10% based on moving 3-year average		✓		
1.5	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	Quarterly	Reduce based on moving 3-year average	✓	✓		
CASUALTIES							
1.6	Number of accidental dwelling fire fatalities	Quarterly	Target of zero casualties		✓		
1.7	Number of fire fatalities	Quarterly	Reduce based on moving 3-year average	✓	✓		
1.8	Number of accidental dwelling fire casualties (excluding precautionary checks)	Quarterly	Reduce by 3% based on moving 3-year average	✓	✓		
1.9	Number of fire casualties	Quarterly	Reduce based on moving 3-year average		✓		
FIRE SAFETY							
1.10	Number of Home Fire Safety Visits conducted	Quarterly	Increase based on previous reporting year	✓	✓		
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	Quarterly	Increase based on moving 3-year average	✓	✓		
1.12	Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)		✓		
1.13	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)		✓		
1.14	Number of accidental dwelling fires broken down into the severity categories – low	Quarterly	Reduce based on moving 3-year average	✓	✓		
1.15	Number of accidental dwelling fires broken down into the severity categories – medium	Quarterly	Reduce by 3% based on moving 3-year average	✓	✓		

Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
INCIDENTS							
2.1	Total number of incidents attended	Quarterly	Monitor	✓	✓		
2.2	Number and % top 10 incidents attended by type	Quarterly	Monitor	✓	✓		
2.3	Number of incidents attended at the request of other agencies	Quarterly	Monitor		✓		
2.4	Number of effect entry/exit incidents attended	Quarterly	Monitor		✓		
2.5	Number of non-refuse secondary fires	Quarterly	Monitor		✓		
2.6	Response times by Service Delivery Area	Quarterly	Monitor	✓	✓		
2.7	Number of accidental dwelling fires broken down into the severity categories – high	Quarterly	Reduce by 5% based on moving 3-year average	✓	✓		
2.8	Call Handling Times by Service Delivery Area	Quarterly	Monitor	✓	✓		
AVAILABILITY							
2.9	Retained Duty System Appliance availability	Quarterly	Increase based on moving 3-year average	✓	✓		
2.10	Wholetime Appliance availability	Quarterly	% compliance against confidence levels	✓	✓		
OPERATIONAL RESILIENCE							
2.11	% of inspections carried out in line with Operational Intelligence Framework	Quarterly	Monitor		✓		
2.12	Number of audit actions arising from Operational Assurance process*	Quarterly	Monitor		✓		
2.13	Number of hydrant inspections carried out	Quarterly	Monitor		✓		

*Operational Assurance is a process that provides effective feedback and review of our performance at operational incidents and training events to influence future practice, enhance performance and improve firefighter safety.

Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
STAFF							
3.1	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Monitor			✓	
3.2	Number of staff vacancies by FTE	Quarterly	Reduce based on moving 3-year average			✓	
3.3	% Staff vacancies	Quarterly	Monitor			✓	
3.4	% Staff turnover	Quarterly	Monitor			✓	
3.5	Overall absence %	Quarterly	Reduce based on moving 3-year average			✓	
3.6	Total number of grievance cases concluded in 6 weeks	Quarterly	Monitor			✓	
3.7	Total number of discipline cases concluded in 6 weeks	Quarterly	Monitor			✓	
3.8	Employee Engagement Index	Annually	Monitor			✓	
3.9	Number of scheduled Wholetime Firefighter Foundation Programme courses delivered against planned courses.	Quarterly	Monitor			✓	
3.10	Number of scheduled Retained/Volunteer Duty System Task & Task Management courses delivered against planned courses	Quarterly	Monitor			✓	
3.11	Number of Incident Command courses delivered against planned courses	Quarterly	Monitor			✓	

Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
3.12	Number of acquisition Emergency Response Driver Training courses (Cat B) delivered against planned courses	Quarterly	Monitor			✓	
3.13	Number of acquisition Emergency Response Driver Training courses (Cat C) delivered against planned courses	Quarterly	Monitor			✓	
3.14	Number of acquisition Emergency Response Driver Training (Cat C) refresher courses delivered against planned courses	Quarterly	Monitor			✓	
HEALTH AND SAFETY							
3.15	Number of incidents in which there was a verbal or physical attack on a firefighter	Annually	Reduce based on moving 3-year average			✓	
3.16	Number of staff who suffered RIDDOR-reportable injuries at work	Quarterly	Reduce based on moving 3-year average	✓		✓	
3.17	Number of staff who suffered work-related COVID-19 transmission	Quarterly	Reduce based on previous reporting year.	✓		✓	
3.18	Number of accidents and injuries	Quarterly	Reduce based on moving 3-year average	✓		✓	
3.19	Number of near miss events	Quarterly	Reduce based on moving 3-year average			✓	
3.20	Number of vehicle accidents	Quarterly	Reduce based on moving 3-year average			✓	
3.21	Completion of Health and Safety Improvement Plans	Quarterly	Increase based on previous reporting period			✓	

Outcome 4 - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	PC	ARAC
COMPLIANCE							
4.1	Number of Cyber Security Breaches	Annually	0				✓
4.2	% of subject access requests responded to within the statutory timescales	Annually	95%				✓
4.3	Number of Data Breaches	Annually	0				✓
4.4	% of FOIs responded to within statutory timescales	Quarterly	95%	✓			
FINANCE							
4.5	Number of confirmed frauds	Annually	0				✓
4.6	% of invoices paid in 30 days	Annually	98%				✓
ICT							
4.7	% Service Desk incidents and requests resolved within Service Level Agreement	Annually	85%				✓
ENVIRONMENTAL							
4.8	Organisational carbon emissions	Annually	Reduce annually by 6%	✓			
4.9	Recycling rate	Annually	Increase annually by 5%	✓			

APPENDIX 5
STRATEGIC PLAN 2019-22 DELIVERY: EVIDENCE MAP AND SUPPORTING EVIDENCE

Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.			
Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 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.	**Q.** How effective are we at enhancing community safety and wellbeing?	**1.10** - Number of Home Fire Safety Visits conducted **1.11** - Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating) **1.14** - Number of accidental dwelling fires broken down into the severity categories – low **1.15** - Number of accidental dwelling fires broken down into the severity categories – medium	Fire Safety in the Home Self-Assessment Tool Safe and Well Project Community Safety Engagement Thematic Action Plans Home Fire Safety Visit programme Community Safety Engagement Toolkit (internal resource) Community Safety Engagement Evaluation intranet hub (internal resource) Guidance to support fitting to revised domestic detection legislation (internal resource) Community Risk Register
Objectives 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.	**Q.** How effective are we at protecting our built environment?	**1.1** - Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005) **1.12** - Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework **1.13** - Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	Practical Fire Safety Guidance for Existing High Rise Domestic Buildings
	Q. To what extent do we contribute to the economic wellbeing of Scotland?		Procurement Strategy

Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.			
Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 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.	**Q.** How effective are our prevention and protection activities?	**1.2** - Number of deliberate primary fires **1.3** - Number of Road Traffic Collisions attended **1.4** - Number of refuse and vehicle fires **1.6** - Number of accidental dwelling fire fatalities **1.7** - Number of fire fatalities **1.8** - Number of accidental dwelling fire casualties **1.9** - Number of fire casualties	Community Safety Engagement Planning and Evaluation Policy and Procedure v3.0 Community Safety Engagement Evaluation intranet hub (internal resource)
Objectives 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.	**Q.** To what extent are we reducing Unwanted Fire Alarm Signals?	**1.5** - Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	Recommendations from UFAS Stocktake Review Report UFAS Review Project Board Established to Implement Recommendations from Stocktake Review Options Appraisal evaluating Strategies for Responding to AFA Actuations UFAS Champions National Forum UFAS good practice hub on staff intranet (internal resource)
	Q. How well do we work with our partners to reduce and manage the impact of Unwanted Fire Alarm Signals?		Community Safety Engagement Planning and Evaluation Policy and Procedure v3.0 Community Safety Engagement Evaluation intranet hub (internal resource)

NPF CONTRIBUTION:

Children and Young People, Communities, Economy, Education, Health and Poverty.

Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.			
Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 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.	**Q.** How well do we understand community risks?		Service Delivery Model Programme
	Q. How do we know that we have the right resources in the right places at the right time?	**2.13** - Number of hydrant inspections carried out **2.11** - % of inspections carried out in line with Operational Intelligence Framework	Service Delivery Model Programme Development of Community Index Risk Model Wholetime Recruitment Process aimed at community workforce
Objectives 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.	**Q.** How do we demonstrate we are more flexible?	**2.1** - Total number of incidents attended **2.2** - Number and % top 10 incidents attended by type	Service Delivery Model Programme Community Asset Register
	Q. How do we demonstrate we have modernised our preparation and response to emergencies?	**2.3** - Number of incidents attended at the request of other agencies **2.4** - Number of effect entry or exit incidents attended **2.5** - Number of non-refuse secondary fires **2.6** - Response times by Service Delivery Area **2.12** - Number of audit actions arising from Operational Assurance process	Wildfire Strategy Dedicated Conference of the Parties (COP) 26 project team established Service Delivery Model Programme Rural Risk Project
	Q. How effective and efficient is our emergency response?	**2.7** - Number of accidental dwelling fires broken down into the severity categories – high	Quarterly Performance Service Delivery Committee Reports Official Statistics Annual Performance Review Operational Assurance Recording & Reporting System (internal reporting system) Operational Assurance Process Frontline Updates (internal resource for sharing learning from incidents)

Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.			
Objective	**Performance Question**	**Performance Indicators**	**Supporting Evidence**
Objectives 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.	**Q.** How do we demonstrate we maintain a strong presence across Scotland?	**2.9** - Retained Duty System Appliance availability **2.10** - Whole-time Appliance availability	Service Delivery Model Programme Transport Strategy
	Q. How do we work with our partners to demonstrate we improve community resilience?		Scottish Resilience Partnership membership Regional Resilience Partnership membership Local Resilience Partnership membership Community Planning Partnership membership
Objectives 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.	**Q.** How do we demonstrate increased effectiveness of service delivery through improved 3C arrangements?	**2.8** - Call handling times by Service Delivery Area	Participation in Emergency Services Network Project Command and Control Mobilising System Project Refurbishment works at Johnstone Operations Control

NPF CONTRIBUTION:

Children and Young People, Communities, Environment, Fair Work & Business, Health, International, Poverty.

Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.	**Q.** How do we demonstrate our workforce is supported and rewarded?		Benefits and Reward Framework including: • Staff discount scheme • Flexible working • Cycle to Work Scheme • Pension Schemes • Employee Group Life Accident Scheme Employee COVID Recognition Scheme Employee Engagement Index
	Q. How do we demonstrate strong leadership at all levels?		The Chief Officer's Online Engagement Sessions Leading-Edge Strategic Leadership Team Development Programme Leadership for Change Programme Middle Manager Leadership Development Centres
	Q. How do we know we have capacity at all levels?	**3.1** - Actual Full Time Equivalent staff against Target Operating Model by staff group **3.2** - Number of staff vacancies by FTE **3.3** - % Staff vacancies **3.4** - % Staff turnover **3.8** - Employee Engagement Index	Governance Statement (Annual Report and Accounts) Workforce and Strategic Resourcing Plan 2018-21
	Q. How much more diverse is our workforce?		Positive Action Strategy Youth Employment Strategy Positive Disability Guidance v1.1 Guide to Recognised Employee Network Corporate Parenting Plan 2020-23 Gaelic Language Plan 2018-21 Sustainability Report (Annual Report and Accounts) Inclusive Recruitment Campaign 2021 Equal Pay and Gender Pay Gap Report (every two years) Mainstreaming and Equality Outcomes Report (every two years)

Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.			
Objective	**Performance Question**	**Performance Indicators**	**Supporting Evidence**
Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.	**Q.** How do we know that our learning and development arrangements add value?		Appraisal Policy Learning Needs Analysis Annual Programme Training and Employee Development Review Course Evaluation
	Q. How do we demonstrate the quality of our learning and development arrangements?	**3.6** - Total number of grievance cases concluded in 6 weeks **3.7** - Total number of discipline cases concluded in 6 weeks **3.9** - Number of scheduled Wholetime Firefighter Foundation Programme courses delivered against planned courses. **3.10** - Number of scheduled Retained/ Volunteer Duty System Task & Task Management courses delivered against planned courses. **3.11** - Number of Incident Command courses delivered against planned courses. **3.12** - Number of acquisition Emergency Response Driver Training courses (Cat B) delivered against planned courses. **3.13** - Number of acquisition Emergency Response Driver Training courses (Cat C) delivered against planned courses. **3.14** - Number of acquisition Emergency Response Driver Training (Cat C) refresher courses delivered against planned courses.	Training Strategy
Objectives 3.2 (continued)	**Q.** How do we know if our learning and development arrangements are efficient and have improved capability?		Flexi Duty Managers Training for Operational Competence Programme

Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.			
Objective	Performance Question	Performance Indicators	Supporting Evidence
Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.	**Q.** How effective are our health, safety and wellbeing arrangements?	**3.15** - Number of incidents in which there was a verbal or physical attack on a firefighter **3.16** - Number of staff who suffered RIDDOR-reportable injuries at work **3.17** - Number of staff who suffered work-related COVID Transmission **3.18** - Number of accidents and injuries **3.19** - Number of near miss events **3.20** - Number of vehicle accidents **3.21** - Completion of Health and Safety Improvement Plans **3.5** - Overall absence %	SFRS Health and Safety Improvement Plans SFRS Clinical governance arrangements Mental Health Strategy Employee Covid-19 Health and Wellbeing Hub (internal staff resource) Lifeline Partnership
Objectives 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.	**Q.** How effective are we at engaging in an open and honest way?		Communications and Engagement Strategy (updated version in development) Internal Communications Review Guide to Published Information
	Q.How do we demonstrate that all have a voice in our service?		Working Together Framework and Action Plan Future Vision Survey and focus groups 2020 (Internal) Chief Officer Covid Information Broadcasts and Q&A (Internal resource) Trade Union Facility Time Annual Report (Annual Report and Accounts)

NPF CONTRIBUTION:

Culture, Education, Fair Work & Business, Health, Human Rights, Poverty, Children and Young People, Economy.

Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.			
Objective	**Performance Question**	**Performance Indicators**	**Supporting Evidence**
Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.	**Q.** To what extent do we contribute to sustainable development?		Sustainability Report (Annual Report and Accounts) Mainstreaming and Equality Outcomes Report (every two years) SFRS Youth Volunteer Scheme Corporate Parenting Plan 2020-23
	Q. How effective are we at reducing our impact on the environment?	**4.8** - Organisational carbon emissions **4.9** – Recycling rate	Sustainability Report (Annual Report and Accounts) Climate Change Response Plan 2045 Energy and Carbon Strategy 2020-30 Asset Management Strategy
	Q. How do we demonstrate we are maximising our public value?		Long Term Financial Strategy 2017-27 Capital Budget Monitoring Reports Resources Budget Monitoring Report Procurement Strategy 2019-21
Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.	**Q.** How effective are we at reducing organisational risk?	**4.1** – Number of cyber security breaches **4.2** - % of subject access requests responded to within the statutory timescales **4.3** – Number of data breaches **4.5** – Number of confirmed frauds	Strategic Risk Register Data Protection – GDPR Hub and guidance on intranet (internal resource) Information Governance Policy Cyber Security Assurance Annual Report Mandatory Cyber Security Training Programme for staff
	Q. How do we demonstrate appropriate levels of business compliance?	**4.2** - % of subject access requests responded to within the statutory timescales **4.4** - % of FOIs responded to within statutory timescales **4.6** - % of invoices paid in 30 days **4.7** - % Service Desk incidents and requests resolved within Service Level Agreement	Financial Statements (Annual Report and Accounts) Annual Procurement Report 2019-20 PVG Scheme Project

NPF CONTRIBUTION:

Economy, Environment, Fair Work and Business, Health, Human Rights, International, Poverty.

Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.			
Objective	**Performance Question**	**Performance Indicators**	**Supporting Evidence**
Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.	**Q.** To what extent do we invest in our infrastructure to improve our service to the public?		Asset Management Strategy Digital Strategy 2018-2021 Transport Strategy
	Q. How do we demonstrate our resources and systems are fit for purpose?		Asset Management Strategy Digital Strategy 2018-2021 West Asset Resource Centre Project Standard Station Design Principles McDonald Road Redevelopment Reform Collaboration Group – Joint Asset Project Climate Change Response Plan 2045 Energy and Carbon Strategy 2020-30
Objectives 4.4 We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.	**Q.** How do we manage our performance and improvement arrangements?		Business Intelligence Strategy 2021-24 Updated audit inspection and improvement process Corporate Performance Management System Service Improvement Strategy
	Q. How do we demonstrate scrutiny, challenge and decision making is robust?		Review of Board effectiveness (Annual Report and Accounts) Governance Statement (Annual Report and Accounts) Code of Corporate Governance Annual Operating Plan and Quarterly Progress Reporting Strategic Plan 2019-22 Statutory Local Plan Review Official Statistics

NOTES

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SFRS Performance Management Framework 2021

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