



Performance Management Framework

2023-24

Working together for a safer Scotland

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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 our Strategic Plan Outcomes.

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 2022*](#) and the outcomes set out in our [*Strategic Plan 2022-25*](#).

As well as driving the reporting of performance data and providing our suite of Key Performance Indicators, we hope that our Framework is a valuable tool for our staff and one that keeps them interested, informed, involved and inspired. The Framework aims to help us to work together to:

- to deliver against the Strategic Plan 2022-25 and its seven Strategic Outcomes
- 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 within remain relevant. This informs evidence-led decision making and communicates performance against changing operating landscapes.

Additionally, when a revised Strategic Plan is published, a formal review is instigated to ensure full alignment with any new strategic outcomes set. This iteration of the PMF is the result of the publication of the SFRS Strategic Plan 2022-2025 which was published in October 2022.

PERFORMANCE MANAGEMENT IN SCOTLAND

We have a duty to work with other public services to contribute to the Scottish Government’s Purpose, the [National Performance Framework \(NPF\)](#), and the aims set within [the Vision for Justice in Scotland](#).

The Fire and Rescue Framework 2022 supports us to deliver against the NPF and the Vision for Justice in Scotland. It sets out our operating context and provides us with Scottish Government’s seven priorities. 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 Strategic Plan 2022-25 outlines seven Outcomes that we aspire to achieve:

OUTCOME 1	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
OUTCOME 2	Communities are safer and more resilient as we respond effectively to changing risks.
OUTCOME 3	We value and demonstrate innovation across all areas of our work.
OUTCOME 4	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
OUTCOME 5	We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
OUTCOME 6	The experience of those who work for SFRS improves as we are the best employer we can be.
OUTCOME 7	Community safety and wellbeing improves as we work effectively with our partners.

These Outcomes complement, and are structured against, the priorities of the Fire and Rescue Framework for Scotland 2022.

Below we set out how our 'performance golden thread' connects the NPF through to our Strategic Plan outcomes:





OUR CORPORATE PERFORMANCE MEASURES

To deliver on our seven Strategic Plan Outcomes we deploy a range of quantitative performance measures that are mapped against our Strategic Plan Outcomes. We review these measures on an annual basis and where change is required or a new measure needs developed we seek Board approval for this. Each measure draws upon robust data that we have available to us and where we develop new measures we only do so where we can access similarly robust data to populate the measure. 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. Where an outcome has no specific measure attached to it we will use the additional sources of assurance outlined in the next section to assess performance in this area. We will also seek to develop, where we can, appropriate quantitative measures to track progress against these outcomes.

Progress against the full suite of Corporate Performance Measures are reported directly to the SFRS Board on a quarterly basis, and this is supplemented by year to date reporting to add further context.

We also report to Committees of the Board where further information and analysis on the measures is provided.

The table below 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.

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

Ref	Indicators	Frequency	Target /Direction of Travel	Additional Scrutiny Routes
				Service Delivery Committee
1	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Quarterly	Reduce against previous year	✓
2	Number of deliberate primary fires	Quarterly	Reduce against previous year	✓
3	Number of refuse and vehicle fires by motive	Quarterly	Reduce against previous year	✓
4	Number of fire fatalities by property type	Quarterly	Reduce against previous year	✓
5	Number of fire casualties by property type	Quarterly	Reduce against previous year	✓
6	Number of Home Fire Safety Visits conducted	Quarterly	50,000 (annually)	✓
7	% of Home Fire Safety Visits conducted for vulnerable groups	Quarterly	Increase against previous year	✓
8	% Home Fire Safety Visits from partner referrals	Quarterly	Track (2023/24 tracking is required to set a baseline)	✓
9	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)	✓
10	Number of accidental dwelling fires by severity type	Quarterly	Reduce against previous year	✓
11	% of accidental dwelling fires classed as 'High Severity'	Quarterly	Reduce against previous year	✓

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

Ref	Indicators	Frequency	Target /Direction of Travel	Additional Scrutiny Routes	
				Service Delivery Committee	People Committee
12	Number of incidents attended	Quarterly	Track	✓	
13	Number of non-refuse secondary fires	Quarterly	Reduce against previous year	✓	
14	Response times by Service Delivery Area	Quarterly	Reduce against previous year	✓	
15	Call Handling Times by Service Delivery Area	Quarterly	Reduce against previous year	✓	
16	On Call first appliance availability	Quarterly	Increase against previous year	✓	
17	Wholetime appliance availability	Quarterly	% compliance against confidence levels	✓	
18	Number of inspections carried out in line with Operational Intelligence Framework	Quarterly	Track	✓	
19	Number of audit actions arising from Operational Assurance processes	Quarterly	Track	✓	
20	Number of hydrant inspections carried out	Quarterly	Track	✓	
21	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	Quarterly	Reduce against previous year	✓	
22	% of completion of Operational Core Skills modules against training requirement ¹	Quarterly	95%		✓
23	% of completion of Advanced, Support and Emerging Risks Modules against training requirement	Quarterly	95%		✓
24	% completion of Flexi Duty Officers against training programme ²	Quarterly	95%		✓
25	% of completion of Incident Command currency following National Training Standards	Quarterly	91%		✓
26	% of completion of Core Skills currency following National Training Standards ³	Quarterly	73%		✓
27	% of completion of Specialist Rescue currency following National Training Standards	Quarterly	92%		✓
28	% of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan	Quarterly	95%		✓
29	Training Function Course Delivery (Candidate Satisfaction %)	Quarterly	95%		✓
30	Number of incidents attended at the request of other agencies	Quarterly	Track	✓	
31	Number of effect entry/exit incidents attended	Quarterly	Track	✓	

1 Training programme is determined by the Training for Operational Competence Framework which covers Wholetime/On call/ Day Duty Systems.

2 Training programme is determined by the Training for Operational Competence Framework which cover Flexi Duty Officers.

3 National Training Standard courses focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel in core and specialist skills.

Outcome 3: We value and demonstrate innovation across all areas of our work.

Ref	Indicators	Frequency	Target /Direction of Travel	Additional Scrutiny Routes
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There are currently no Corporate Performance Measures for Outcome 3. Instead we measure this through narrative reporting. You can find out how we do this on page 12 (Additional Sources of Assurance).

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

Ref	Indicators	Frequency	Target /Direction of Travel	Additional Scrutiny Routes
32	Organisational carbon emissions	Quarterly	Reduce annually by 6%	–
33	Carbon Management Plan 2020-25 Project Funding (Actual) vs Estimated Required Funding	Quarterly	100% of estimated funding	–
34	Recycling rate	Quarterly	Increase annually by 5%	–

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Ref	Indicators	Frequency	Target /Direction of Travel	Additional Scrutiny Routes	
				Audit and Risk Assurance Committee	Change Committee
35	Number of Cyber Security Breaches	Quarterly	0	✓	
36	% of subject access requests responded to within the statutory timescales	Quarterly	95%	✓	
37	Number of Data Breaches	Quarterly	0	✓	
38	% of FOIs responded to within statutory timescales	Quarterly	95%	✓	
39	Number of confirmed frauds	Quarterly	0	✓	
40	% of invoices paid in 30 days	Quarterly	98%	✓	
41	% Service Desk incidents resolved within Service Level Agreement ⁴	Quarterly	85%	✓	
42	% Service Desk requests resolved within Service Level Agreement	Quarterly	85%	✓	
43	Portfolio Office baseline completion dates vs latest forecast dates	Quarterly	Less than 10% slippage from baseline completion date		✓
44	Portfolio Office baseline cost vs forecast completion costs	Quarterly	Less than 5% slippage from baseline cost		✓
45	Portfolio Office cashable benefits realised	Quarterly	Increase between reporting period		✓

4 The ICT Service Level Agreement contains five different categories of resolution time ranging from 1 day to 40 days.

Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Ref	Indicators	Frequency	Target /Direction of Travel	Additional Scrutiny Routes
				People Committee
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Track	✓
47	% staff vacancies	Quarterly	Track	✓
48	% staff turnover	Quarterly	Track	✓
49	% staff absence	Quarterly	Reduce against previous year	✓
50	Number of incidents in which there was a verbal attack on a firefighter	Quarterly	Reduce against previous year	✓
51	Number of incidents in which there was a physical attack on a firefighter	Quarterly	Reduce against previous year	✓
52	Number of RIDDOR reportable injuries	Quarterly	Reduce against previous year	✓
53	Number of accidents and injuries	Quarterly	Reduce against previous year	✓
54	Number of near miss events	Quarterly	Track	✓
55	Number of vehicle accidents	Quarterly	Reduce against previous year	✓
56	Completion of Health and Safety Improvement Plans	Quarterly	100%	✓

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

There are currently no Corporate Performance Measures for Outcome 7. Instead we measure this through narrative reporting.

You can find out how we do this on page 13 (Additional Sources of Assurance).

ANNUAL REPORTING

The following Corporate Performance Measures will also be included in annual reporting:

Ref	Indicators	Frequency	Target /Direction of Travel	Outcome	Additional Scrutiny Routes	
					Audit and Risk Assurance Committee	People Committee
57	% of light fleet that are Ultra Low Emission Vehicles	Annually	100%	4	-	-
58	Average age of Heavy Fleet	Annually	12 years and below	5	✓	
59	Average age of Light Fleet	Annually	6 years and below	5	✓	
60	% of Community Fire Stations in good or satisfactory condition	Annually	1% increase against previous year	5	✓	
61	% of Community Fire Stations in good or satisfactory suitability	Annually	1% increase against previous year	5	✓	
62	Gender balance	Annually	Increase proportion of female staff	6		✓
63	% of staff choosing to disclose their demographic equalities data to the Service	Annually	Increase against previous year	6		✓
64	Savings achieved as a % of Resource budget for year	Annually	3.5% for 2023/24	5	✓	
65	Total Budget Outturn vs agreed funding (RDEL & CDEL)	Annually	Track	5	✓	

ADDITIONAL SOURCES OF ASSURANCE

In addition to using quantitative performance measures 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 key activities we undertake in delivering our Strategic Plan Outcomes.

This more qualitative source of information is of equal value to our performance data and measures. It allows us to demonstrate in more depth our achievements and improvements in meeting our Strategic Plan Outcomes in the round. This is a key source of information that supports the active scrutiny of our performance by the SFRS Board and Executive team. As with our performance measures 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.

Below we set out the wide range of reports and action plans we use to provide this additional layer of assurance.

Outcome 1: Community Safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

Additional Sources of Assurance

- [Community Safety Engagement Thematic Action Plans](#) (internal resource)
- [Community Safety Engagement Planning and Evaluation Policy and Procedure](#) (internal resource)
- [Community Safety Engagement Toolkit](#) (internal resource)
- [Community Safety Engagement Evaluation Hub](#) (internal resource)
- [Fire Safety in the Home Self-Assessment Tool](#)
- Safe and Well Project
- Home Fire Safety Visit Programme
- [SFRS Website](#)
- [Practical Fire Safety Guidance for Existing High-Rise Domestic Buildings](#)
- Fire Safety Enforcement (Protection) Framework for Scotland 2021

NPF Contribution: Children and Young People, Communities, Economy, Education, Health and Poverty

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

Additional Sources of Assurance

- [Quarterly KPI Performance Reports](#)
- [Official Statistics](#)
- [Operations Strategy](#)
- Service Delivery Model Programme (in development)
- Community Risk Index Model (in development)
- [Operational Assurance Recording and Reporting System](#) (internal resource)
- [Training Strategy](#)
- Member of the Scottish Multi-Agency Training and Exercise Unit
- [Community Asset Register](#)
- [Asset Management Strategy](#)
- [Wildfire Strategy](#)
- Emergency Services Network project
- Command and Control Mobilising System Project
- [Transport Strategy](#)
- [UFAS Guidance for Dutyholders](#) (website)
- Incident Response Procedure

NPF Contribution: Children and Young People, Education, Communities, Environment, International, Human Rights, Poverty

Outcome 3: We value and demonstrate innovation across all areas of our work.

Additional Sources of Assurance

- SFRS Innovation Strategy (in development)
- Reform Collaboration Group Strategy
- SFRS Working in Partnership Report
- Membership of Innovation Exchange Collaboration Group
- [SFRS Asset Management Strategy](#)
- [Digital Strategy](#)
- [Business Intelligence Strategy](#)
- [Quarterly KPI Performance Reports](#)
- [Operations Strategy](#)

NPF Contribution: Economy, Environment, Fair Work and Business

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

Additional Sources of Assurance

- [Sustainability Report \(Annual Report and Accounts\)](#)
- [Carbon Management Plan 2020-25](#)
- [Climate Change Response Plan 2045](#)
- [Energy and Carbon Strategy 2020-30](#)
- [SFRS Asset Management Strategy](#)
- Strategic Asset Management Plan
- Station Flood Management Plans
- [Wildfire Strategy](#)
- [Training Strategy](#)

NPF Contribution: Environment, Health, Communities, International, Education

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Additional Sources of Assurance

- [Long Term Financial Strategy 2017-27](#)
- [Procurement Strategy](#)
- [Capital Budget Monitoring Reports](#)
- [Resource Budget Monitoring Reports](#)
- [Governance and Accountability Framework](#)
- [Review of Board Effectiveness \(Annual Report and Accounts\)](#)
- [Governance Statement \(Annual Report and Accounts\)](#)
- [Code of Corporate Governance](#)
- [Annual Operating Plan and Quarterly progress and Reporting](#)
- [Strategic Plan 2022-25](#)
- [Business Intelligence Strategy](#)
- Service Improvement Strategy
- [Portfolio Office Performance Reporting to Change Committee](#)
- [Strategic Risk Register](#)
- [Information Governance Policy](#)
- Cyber Security Assurance Annual Report
- Annual Mandatory Staff Cyber Security Training Programme
- [SFRS Website](#)
- SFRS Social Media Channels
- [SFRS Consultation Hub](#) (Website)
- SFRS Communications and Engagement Strategy
- SFRS Working in Partnership Report

NPF Contribution: Fair Work and Business, Economy

Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

Additional Sources of Assurance

- Safety Charter Pledge
- SFRS Health and Safety Annual Improvement Plans
- SFRS Clinical Governance Arrangements
- [SFRS Mental Health Strategy](#)
- Contaminants Implementation Plan
- [SFRS Agile Working Framework](#)
- [Appraisal Policy](#)
- Learning Needs Analysis Annual Programme
- Positive Action Strategy
- [We are Positive About Disability Guidance](#)
- Corporate Parenting Plan
- Gaelic Language Plan
- [Sustainability Report \(Annual Report and Accounts\)](#)
- [Equal Pay and Gender Pay Gap Report \(every two years\)](#)
- [Mainstreaming and Equality Outcomes Report \(every two years\)](#)
- [SFRS Consultation Hub](#) (Website)
- SFRS Communications and Engagement Strategy
- Working Together Framework

NPF Contribution: Children and Young People, Culture, Education, Fair Work and Business, Health, Human Rights

Outcome 7: Community Safety and wellbeing improves as we work effectively with our partners.

Additional Sources of Assurance

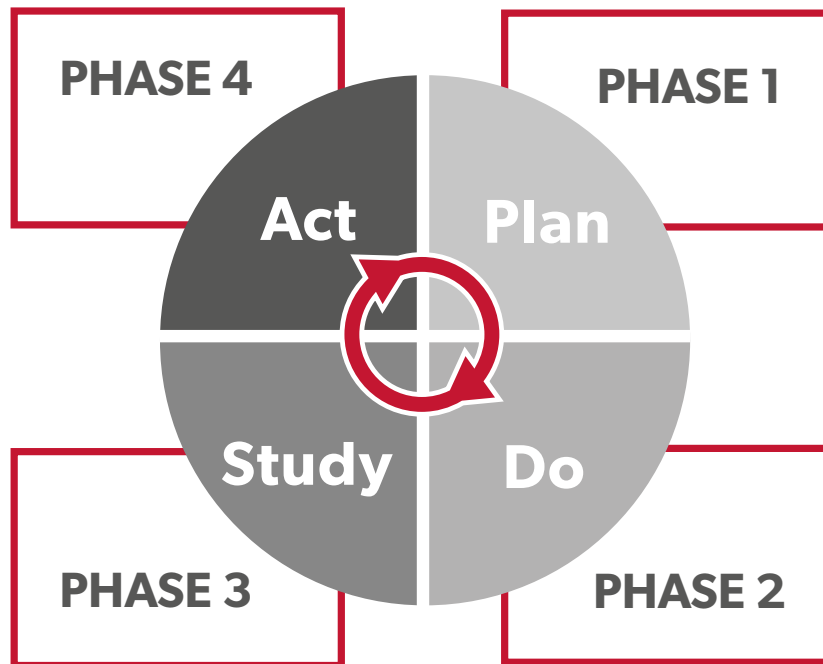
- SFRS Working in Partnership Report
- [Appraisal Policy](#)
- Communications and Engagement Strategy
- Public Involvement and Consultation Team
- [Compliments and Complaints Process](#)
- [Operations Strategy](#)
- Youth Engagement Strategy
- Protecting Vulnerable Groups (PVG) Membership Scheme
- [Safeguarding Policy](#)
- Reform Collaboration Group Strategy
- Tri-Service Joint Asset Working Group
- [SFRS Consultation Hub](#) (Website)

NPF Contribution: Communities, Children and Young People, Economy

PERFORMANCE MANAGEMENT IN THE SCOTTISH FIRE AND RESCUE SERVICE

In the previous sections we set out how we measure and assess our performance against our Strategic Plan Outcomes. In the sections below, we set out in more detail our corporate approach to performance management from which these measures and layers of assurance are derived.

Our PMF is structured around the performance improvement cycle 'Plan-Do-Study-Act' as 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

National Strategic Planning

The Scottish Government sets out what is expected of us within the Fire and Rescue Framework for Scotland 2022. We prepare a statutory three-year Strategic Plan setting the outcomes we aim to deliver to meet those expectations. The current Strategic Plan (2022-25) details seven Strategic Outcomes which align to and complement the seven Fire and Rescue Framework priorities.

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 contribute to the delivery of our Outcomes. This informs our Annual Operating Plan (AOP), which provides more specific detail on the actions we aim to carry out each year, and from which our performance is scrutinised. Our AOP also provides information on our Portfolio Office Programme which oversees and coordinates our major change initiatives. This programme is regularly scrutinised by Executive and Non-Executive Committees.

Each Directorate within SFRS also deploys a plan setting out its operational actions for the year in support of achieving our Outcomes. These plans are in turn supported by functional, team and individual development plans that are developed as part of our appraisal process. Progress of these actions are tracked by Directorate, Function or line managers as appropriate.

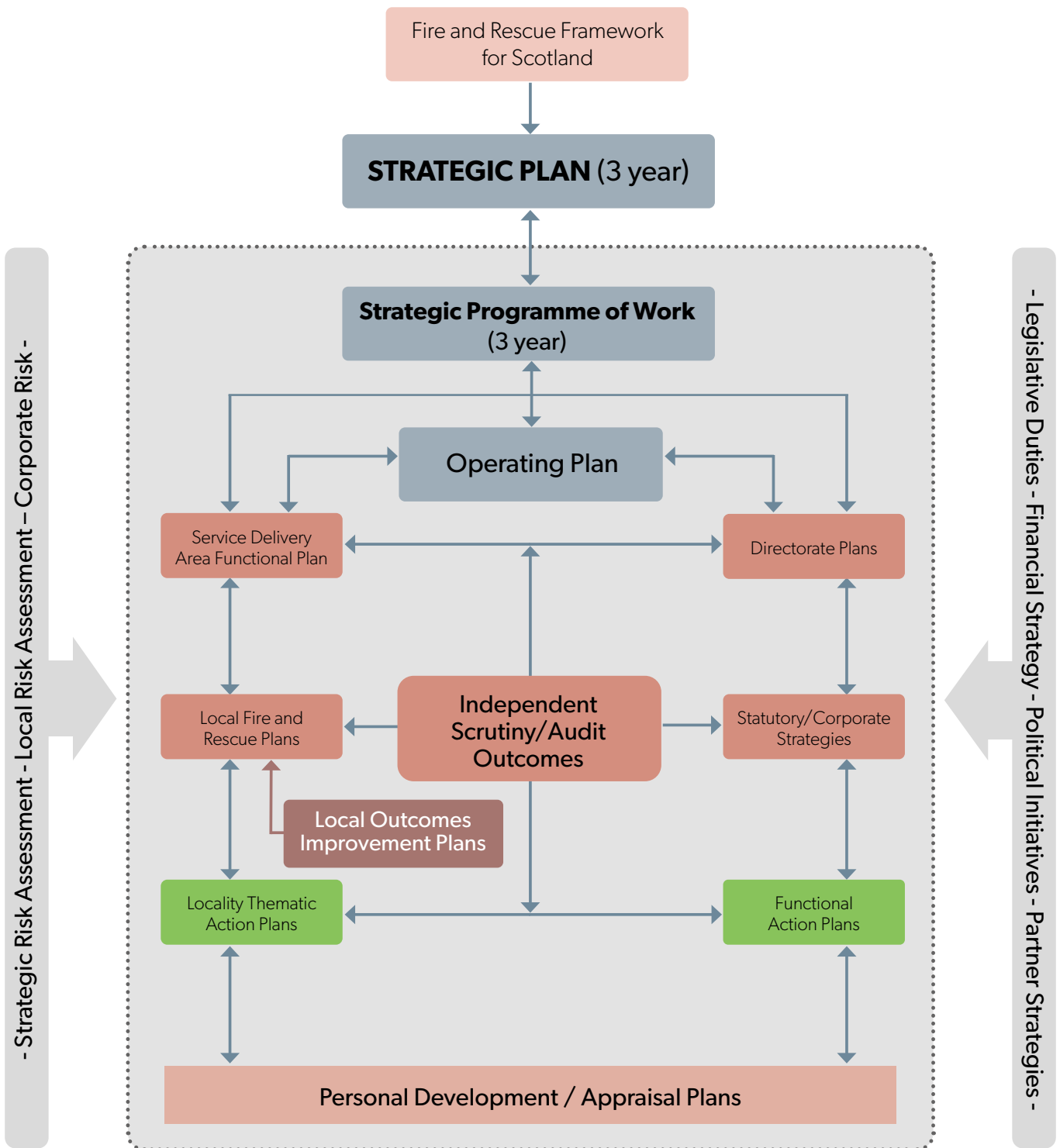
We provide evidence of delivery against our statutory duties, such as Health and Safety, Carbon Emissions, General Data Protection Regulations (GDPR), Procurement and Equality. These legislatively bound activities are captured and published within specific Service strategies. Our equality outcomes are published and then mainstreamed throughout our business planning structure.

Local Planning

Local service delivery is defined by statutory Local Fire and Rescue Plans. Aligned to the Outcomes of the Strategic Plan, these set local direction to meet our strategic direction, and they contribute to each Community Planning Partnership (CPP) across Scotland. Local Elected Members, through 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 for each CPP area. These, together with the supporting Local 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.

The diagram of our Business Planning Structure which shows how the Strategic Plan influences our national and local planning documents is shown below.



PHASE 2 – Do

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

Performance Reporting

Our Performance Management reporting process continues to be developed to join all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service.

The process aims to provide a consistent application of the PMF whilst supporting the Board and managers in providing information that is high value, trustworthy and of good quality. Our performance data is collated, presented and reported in many different formats to support detailed analytics and scrutiny.

Performance Measures

To assist us in our aim of achieving our Strategic Plan Outcomes, 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 measures, we consider key performance questions with each of our data owners to define what success looks like. By using this systematic approach, we have developed the holistic suite of corporate performance measures listed earlier in this document. These measures directly support the Outcomes of the Strategic Plan and progress on each of them is reported to the SFRS Board on a quarterly basis.

Our performance measures continue to develop year on year to help us to have the right measures in place to track 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 which will 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 aim to 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

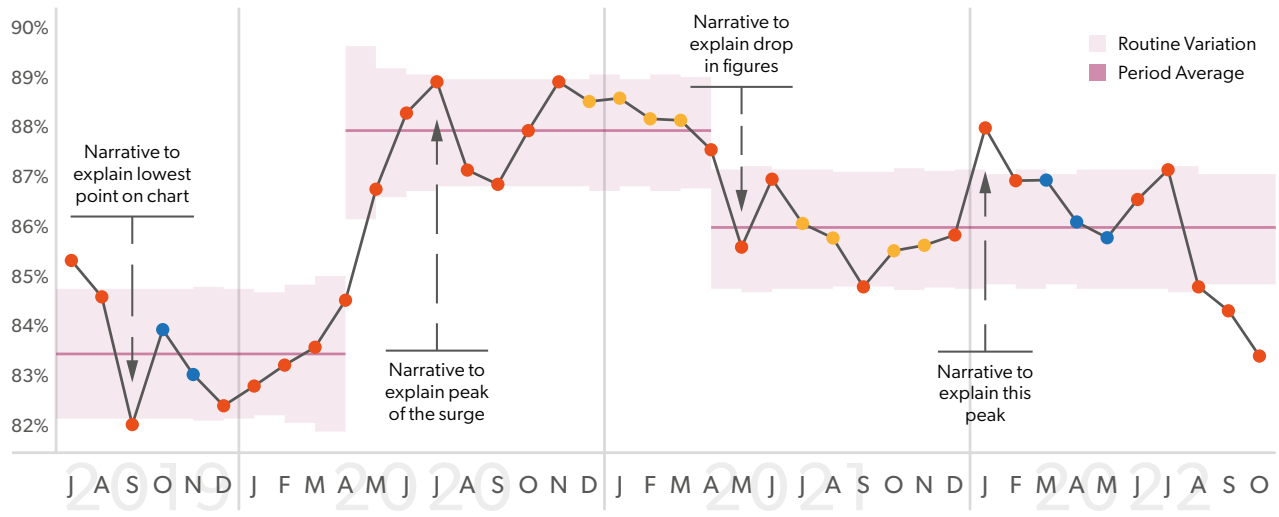
Targets provide a quantitative representation of our aspirations and give a good indication of the areas we wish to focus our attention. We use improvement targets where our actions can directly influence the indicator and to allow us to set a reasonable expectation for what the future could be. All measures are closely tracked whether targets have been set or not. In some cases, target setting is not feasible as we have limited influence over the performance drivers against those measures. All of our performance measures link in with our Strategic Plan and are underpinned by the Service's values.

In setting targets we look at historic data and the latest data analysis to consider the most appropriate methodology. For 2023/24 we will use Statistical Process Control (SPC) Charts, see an example below. These are effectively line graphs showing a measure in chronological order. Limits are calculated to show what performance range we can reasonably expect over time, and more importantly flag when a measure falls out with those expectations and requires investigation and corrective actions to be undertaken.

We also look to trends across the four nations and while meaningful comparison with other UK fire and rescue services is not currently possible, we seek to learn 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.

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

Example Statistical Control Chart



PHASE 3 – Study

In this phase our performance against our Strategic Plan Outcomes and statutory duties is reported, scrutinised and evaluated.

We do this through a number of publications:

- [*Annual Performance Review Reports*](#)
- [*Annual Report and Accounts*](#)

Through an integrated approach to performance reporting we aim to keep our performance expectations on track to deliver our priorities. A range of performance reports are regularly presented to the Board, and Committees of the Board, Executive Boards and Management Teams, including exception reporting where necessary, ensuring there is a regular, appropriate level of scrutiny and challenge applied to the progress of our actions and performance indicators.

To facilitate local scrutiny and to demonstrate our contribution to local outcomes against Local Fire Plans, Local Senior Officers produce regular 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 between national and local service delivery performance.

Internal 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 Committee of the Board.

To promote continuous improvement and robust performance management, we are also committed to self-assessment through the Public Service Improvement Framework. 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 by HM Fire Service Inspectorate in Scotland (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 has responsibility for financial inspection, and HMFSI has responsibility for operational inspection as shown on the next page:



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 help develop a more pro-active 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. By learning from performance, we increase our knowledge. The more we know, the more we can improve.

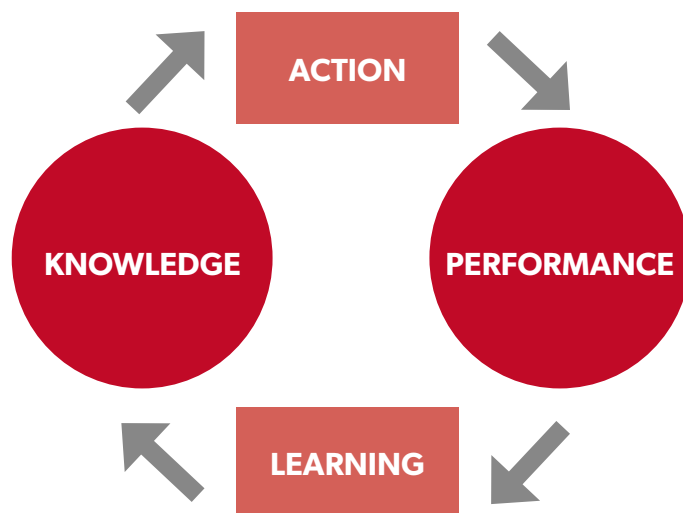
Our measures are used to identify where our strengths and weaknesses are. By scrutinising our performance, we can identify where good practice exists. Building an understanding of the practices which have delivered good performance creates knowledge, which can be shared and applied to other areas where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

Organisational learning is not just generated from performance measures. Sources such as audits, inspections, assessments and reviews all provide valuable information to help us 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.

Information about how we are performing needs to reach the right teams or individuals at the right time so that they can learn from it and act as necessary. Our performance related business processes and dedicated teams help make relevant and current information available to all staff, allowing tracking and reporting as and when required, with real time information.

We have 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 Board Committees on [our website](#). These corporate and local forums are kept under regular review to make sure our governance of performance is sound throughout the organisation; and to make sure learning opportunities are maximised.



ROLES AND RESPONSIBILITIES

GROUP	ROLE	RESPONSIBILITY
Scottish Ministers	<ul style="list-style-type: none"> Accountable to Scottish Parliament and the public for the activities of the SFRS and its use of resources. 	<ul style="list-style-type: none"> Set 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Submit Strategic Plans to Scottish Ministers for approval. Work in conjunction with the Strategic Leadership Team towards achieving the outcomes of the Strategic Plans and secure Best Value. Approve any steps needed to deal with wider changes which are likely to impact on delivery of Strategic Plans or attainment of operational targets. Lay before the Scottish Parliament an Annual Report and Accounts. Consider and approve changes proposed to Corporate Performance Indicators. Track and challenge progress against strategic outcomes and performance 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. Provide challenge on performance issues. Promote a positive performance management culture.
SFRS Strategic Leadership Team and Senior Management Board	<ul style="list-style-type: none"> Strategic role in setting and ensuring achievement of Service outcomes, vision and targets. Holding Directorates to account on progress against outcomes and performance indicators. Drive performance to achieve Outcomes and targets including taking corrective action where required. 	<ul style="list-style-type: none"> 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 timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. Prepare 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 Work to ensure robust performance data is available to measure Corporate Performance 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 Strategic Plans 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.

GROUP	ROLE	RESPONSIBILITY
SFERS Directors and Heads of Function	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 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. • Ensure all functional staff understand their performance requirements across their relevant function. • Benchmark performance across relevant function.
SFERS Local Senior Officers (LSOs)	<ul style="list-style-type: none"> • Manage performance within an LSO area to support the achievement of the Service's outcomes and locally aligned priorities. • Carry out the appraisal process to drive performance and provide performance feedback. 	<ul style="list-style-type: none"> • 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.
All Staff	<ul style="list-style-type: none"> • Manage personal performance to support delivery of outcomes. 	<ul style="list-style-type: none"> • Maintain and improve performance. • Celebrate good performance and share good practice throughout the organisation.



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SFRS Performance Management Framework 2023-24

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