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# PREPAREDNESS FUNCTION FRAMEWORK

2025-2028



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



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# INTRODUCTION

Our Preparedness Framework supports the SFRS Vision Statement and will deliver against the Strategic Plan, Prevention Vision and Strategy. This Framework will also take cognisance of the Civil Contingences Act and Preparing Scotland Guidance as external drivers that supports our Vision.

# WHAT IS THE PREPAREDNESS FUNCTION?

The Preparedness Function has been created to identify and analyse current and emerging risks and to prepare plans, systems and processes to ensure that the organisation has the ability to operate during periods of disruption.

The Function also works with a range of internal and external partners to improve the ability of our Firefighters to manage incidents effectively and to support communities to be more resilient during adverse events.

## SFRS Values

SFRS Vision Statement

SFRS Strategy

Prevention Strategy

Preparedness Framework

Our Vision

Our Culture

Civil Contingencies Act  
Preparing Scotland



# WHAT IS THE PREPAREDNESS VISION?

## OUR VISION

“By **empowering** our team, we will deliver excellent organisational **preparedness** and **resilience** with a **risk-based** approach to enhancing firefighter and community **safety**.”



## EMPOWERING

We will create a positive environment where the team are supported to make decisions, think creatively and to challenge the norm.



## PREPAREDNESS

We will continue to develop the organisation to ensure SFRS has the ability to operate during periods of disruption.



## RESILIENCE

We will invest in resilience professionals, systems and processes to support the SFRS ability to manage prolonged periods of disruption.



## RISK-BASED

We will analyse data to identify current and future risks that will support and influence decision making.



## SAFETY

We will horizon scan to identify and mitigate future risks that may impact firefighter and community safety.

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# HOLDING OUR VISION TOGETHER



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Creating a sense of belonging  
where individuals are seen,  
valued and heard by the team.

CONNECTION



COMPASSION

The ability for individuals to show  
care and support for each other  
regardless of rank, role or position.

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# OUR AMBITION TO DELIVER ORGANISATIONAL PREPAREDNESS

Through three Policy and Operational Guidance (POG) documents we will capture our core activities of Resilience, Community Risk Management (CRM) and Water Planning. We will:



## RESILIENCE

- Develop and implement a Business Continuity Management System (BCMS), redefine our Business Continuity (BC) Policy and create a programme of testing and exercising.
- Enhance the Community Asset Register (CAR) so that it is accessible to Category 1 responders, increasing the availability of specialist assets in order to mitigate risk to the community.
- Work alongside our partners and identify opportunities where we can build community resilience, specifically in areas at risk from flooding and wildfires.
- Identify organisational and community risk through a Risk and Preparedness Assessment process.
- Continue to commit to partnership working locally and nationally to improve preparedness and community resilience.



## COMMUNITY RISK MANAGEMENT

- Ensure that Frontline firefighters have information on complex risk at the point of need through accessible Operational Intelligence (OI).
- Manage community risk through a Community Risk Identification Mitigation and Engagement (CRIME) group.
- Invest in new and enhanced data sets, supported by academic research that will underpin decision making.



## WATER PLANNING

- Ensure that Frontline crews have access to suitable water provision by maintaining the hydrant network through collaboration with Scottish Water.

### Preparedness Framework

#### Policy and Operational Guidance

Support Local Senior Officer (LSO) Management Teams



## FUNCTIONAL

- Improve our understanding and develop processes and systems to reduce community risk from new and emerging technologies through our Electrical Infrastructure Working Group (EIWG).
- Take cognisance of specific Inquiries, Operational Assurance outcomes, HMFSI recommendations and internal audit reports and implement the findings into Business-as-Usual (BaU) activities.
- Improve our approach to evaluation and performance through the development and implementation of new Key Performance Indicators (KPIs).
- Continue to engage and support colleagues across the organisation as we work towards being a more prepared and resilient service.
- Review our risk information and work with our partners to identify opportunities to support our communities and reduce inequalities.

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# A HIGH PERFORMING PREPAREDNESS FUNCTION

| We will deliver our ambition by creating a high performing team through integrating our performance pieces.

## DIVERSITY OF THOUGHT

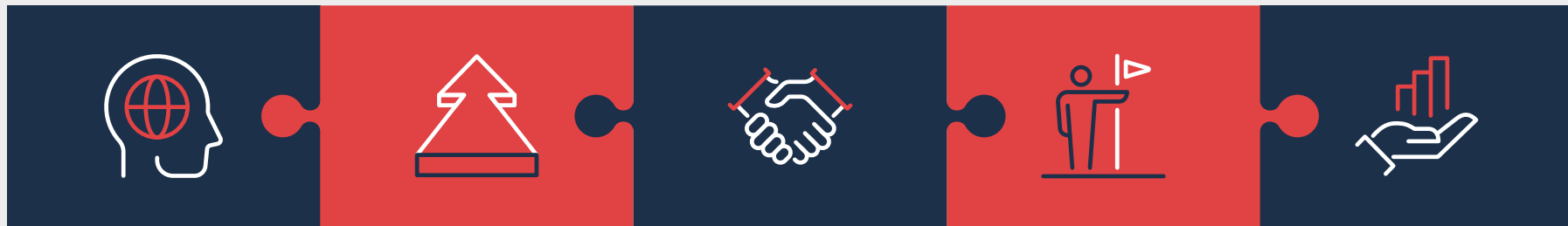
Including and respecting people with different ways of thinking, problem solving and perspectives.

## TRUST

To do the right thing.

## RESULTS DRIVEN

Being motivated and focused on achieving the Function's vision, objectives and goals.



## CLEAR DIRECTION

Creation of a clear Vision, objectives, goals and expectations that everyone can understand and work towards.

## VALUES-BASED LEADERSHIP

Installing a common set of values that improves team cohesiveness to deliver high quality outputs through empowerment and accountability.



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# WHAT IS IMPORTANT TO THE PREPAREDNESS FUNCTION

We will underpin our commitment to SFRS Values by developing the cultural elements that are important to us.



## CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Developing professional practises by acquiring, maintaining and enhancing skills and knowledge to support creative and lateral thinking.



## WELLBEING

To support and enhance a positive working environment where the team are encouraged to seek support and guidance so that individuals can thrive at work.



## CONTINUOUS IMPROVEMENT

To support the team and the Function to constantly enhance performance and achieve better results. This is through continually looking of ways to improve by identifying areas of weakness, streamline policy, processes and ways of working.



## COMMUNICATION

Clear open and honest communication will ensure team engagement, collaboration and enhanced productivity.



## ACCOUNTABILITY

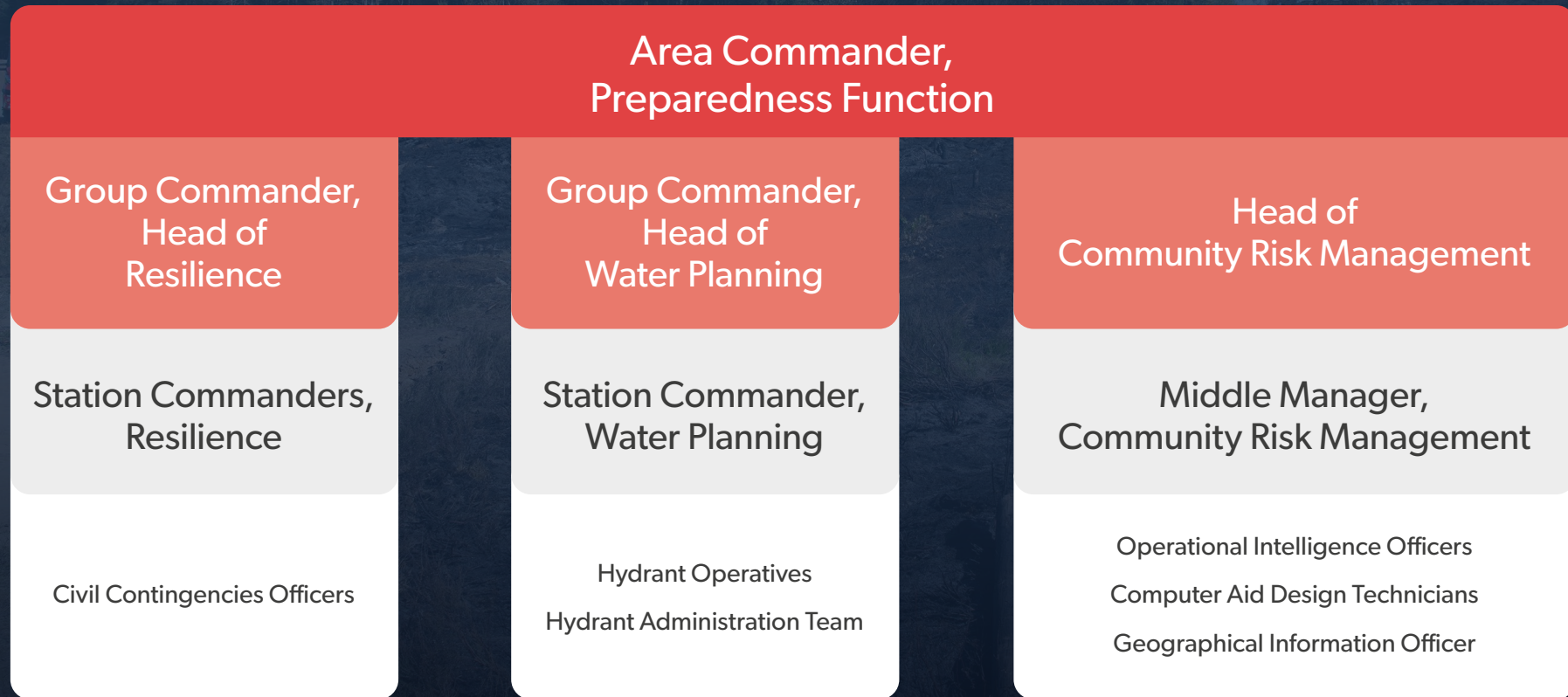
Is about creating a sense of trust and reliability in both the team and personally. A leader should show reliability, consistency and make appropriate decisions; does it feel and look right?



## RESPECT AND INCLUSIVITY

To build a team that feels understood and valued as an important part of the Function through connection and compassion.

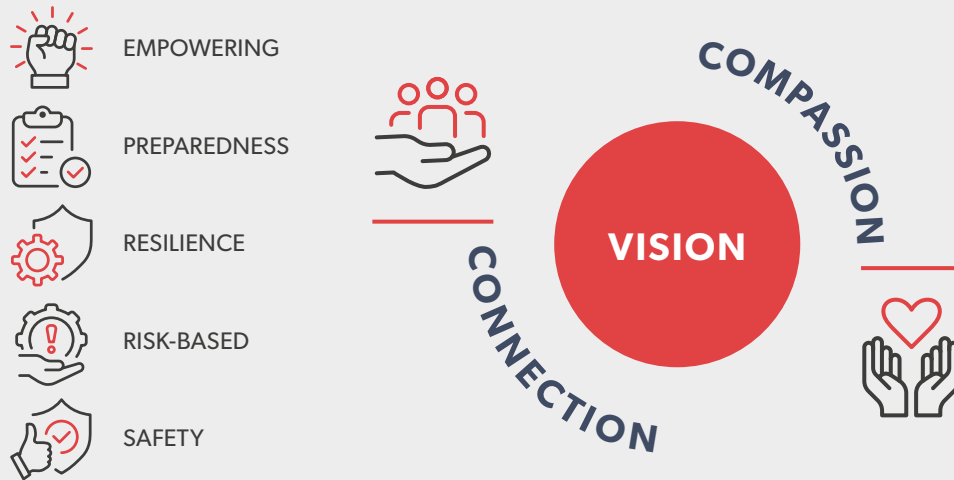
# PREPAREDNESS FUNCTION STRUCTURE CHART



# PREPAREDNESS FUNCTION ON A PAGE

## OUR VISION

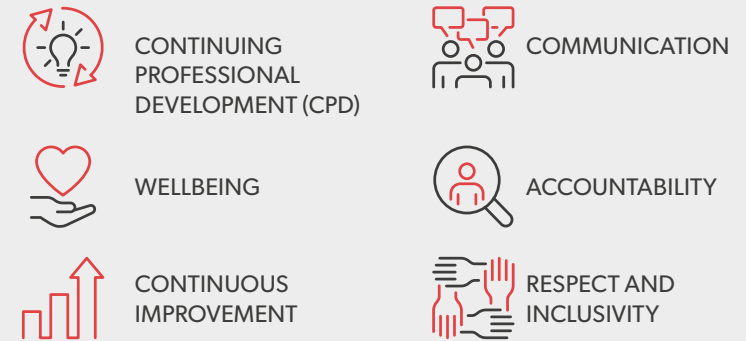
“By **empowering** our team, we will deliver excellent organisational **preparedness** and **resilience** with a **risk-based** approach to enhancing firefighter and community **safety**.”



## OUR AMBITION



## WHAT IS IMPORTANT TO THE FUNCTION



## A HIGH PERFORMING FUNCTION



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# FIRESOTLAND.GOV.UK

Preparedness Function Framework 2025-2028  
Version 1.0 – March 2025



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