



Draft SFRS Strategy 2025-28

The SFRS Strategic Plan

- Section 41B of Fire (Scotland) Act 2005 – SFRS is legally required to have a 3-year Strategic Plan

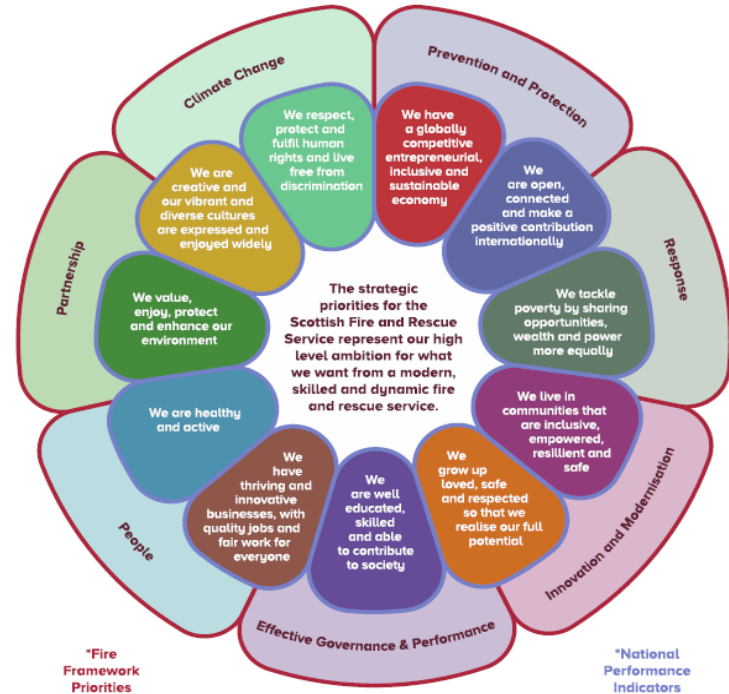
SFRS Strategic Plan states how we deliver against:

- Fire and Rescue Framework 2022
- SFRS Long Term Vision



Scottish Government Fire and Rescue Framework 2022

1. Prevention and Protection
2. Response
3. Innovation & Modernisation
4. Climate Change
5. Effective Governance & Performance
6. People
7. Partnership



The National Outcomes will help to achieve

Our Purpose:

To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

SFRS Long Term Vision

STRATEGIC INTENTS

Staff are safer, are better supported, are more satisfied and empowered

Our communities are safer and their wellbeing is improved

We are more adaptable in responding to changing risks across and between communities

Our wider contribution to Scotland and our communities is recognised

PRINCIPLES & PRIORITIES

PROGRESSIVE

Our service delivery model will meet Scotland's changing needs

We will be innovative in our use of technology, data and information to change how we work

PEOPLE-CENTRED

We will be an organisation that works in agile and smart ways

We will invest in developing leaders throughout the Service and train our staff to the highest standards

INCLUSIVE

Partnership working will be at the core of how we work

We will value different views and experiences

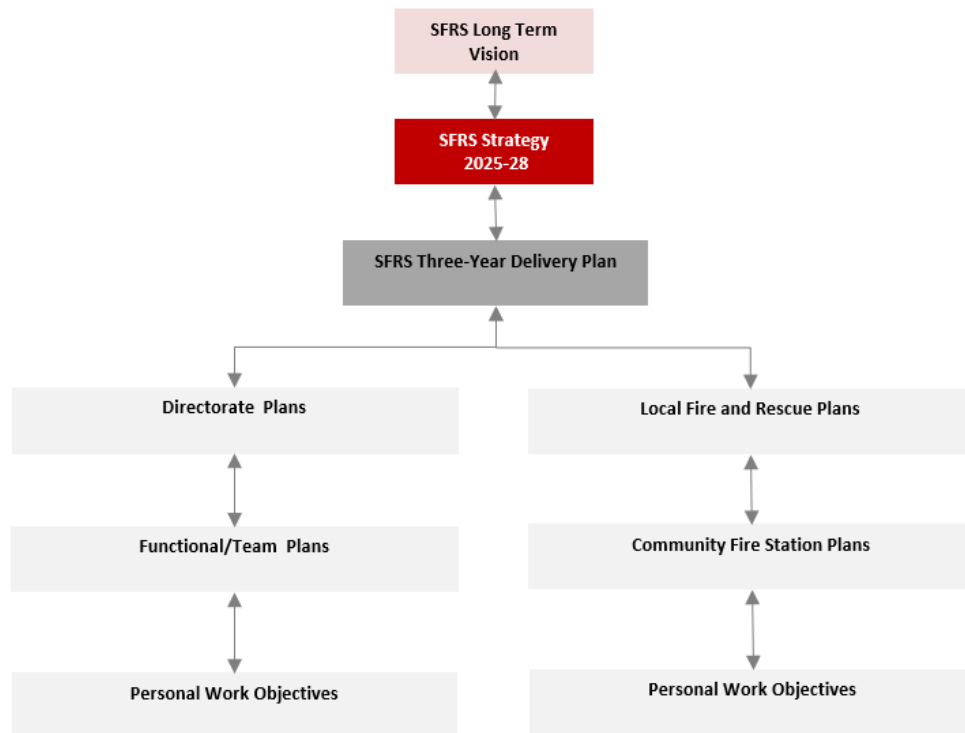
CONNECTED

We will be driven by a deeper understanding of the needs of our communities

We will be a more environmentally sustainable organisation

Where does it fit into the Business Planning Process?

- Strategy drives all other business planning processes/ documents
- Delivered via SFRS Three-Year Delivery Plan
- Supported by Directorate , Functional, Local, Station Plans all feed into each other
- Link to Personal Work Objectives



Development of the SFRS Strategy 2025-28

- A new timeline has been developed to expedite development and publication of the SFRS Strategy 2025-28.
- The final SFRS Strategy 2025-28 will be published in the summer 2025.
- Early development of this SFRS Strategy will be the first step in realigning it in line with the reporting year.
- From April 2028, Strategies will be published from the April to align with the reporting year.

The draft SFRS Strategy 2025-28

SFRS Strategic Objectives

- Five Strategic Objectives that can be easily mapped against the Fire and Rescue Framework 2022
- Each Strategic Objectives holds equal value in driving our strategy forward
- Each Objective is supported by an Outcome, narrative on what good looks like, and information on how we will deliver against it



Safer Communities through Prevention

Outcome: Through our work, in partnership with communities and other organisations, the safety and wellbeing of the people of Scotland continually improves.

What Safer Communities means for us

We will always respond to emergency incidents, but it is better if they don't happen in the first place. We work to prevent fires in homes and businesses to reduce the devastating impact a serious incident can have. Working with a wide variety of partner organisations and communities also helps us to address existing and new wider safety concerns, including how we contribute to safeguarding vulnerable people. We are proud of this element of our work, and we want to do more - our Prevention, Protection and Preparedness Strategy will help us do this. We want to work even more closely with communities, businesses and our Public Service partners to support Scottish Government's Public Service Reform ambitions. We want to build on our success of preventing harm, improving wellbeing and helping communities increase their resilience by working with local councils and a wide range of public and third sector partners. Critical to this is listening to and responding to communities' needs as we develop the services we provide. We want to remain a daily and trusted part of Scotland's communities and public service delivery system.



Safer Communities through Prevention

HOW WE WILL DELIVER:

- Investment in new and enhanced data-led prevention interventions where their design is led by research and work with partners to achieve the impacts we wish to see.
- Our expertise will advise and influence the development of national policy areas, specifically those that include resilience, fire safety and prevention.
- Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm.
- Our approach to fire prevention and enforcement will be revised through the implementation of findings from major incident reviews such as the Grenfell Tower Inquiry Reports.
- Preparedness will be increased to enable us to work alongside communities and our partners to build resilience to help us, and them, be better organised to meet the challenges of major incidents as well as enhancing day to day community safety.
- Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.

Safe and Effective Response

Outcome: We are a leading Fire and Rescue Service where our communities and people are safe.

What a good Fire and Rescue Service looks like

Providing an effective emergency response will always be a priority for us. This is critical to reducing harm in our communities and keeping firefighters safe. To do this well and safely, it is important that we understand changing risks in Scotland. The impact of climate change will drive significant demands and pressures on to the Service as its affects are felt across Scotland's communities, in addition to changing social and economic risks. To meet the demands those risks generate we will adapt and develop our equipment, training, and the way we work to be as prepared for and effective as we possibly can be, whilst always ensuring the safety of communities and firefighters. In our Operational Strategy (2022-32) we placed an effective operational response at the forefront of the Service. To do this, we will continue to learn and adapt from the incidents that we attend. We also acknowledged the importance of collaborating with partners and using the latest technology and techniques at the heart of our operational delivery across the country. Through our Training Vision and Strategy we will ensure that firefighters are suitably and competently trained to safely resolve operational incidents.

Safe and Effective Response

HOW WE WILL DELIVER :

- Operational and control room firefighters will be equipped and receive high quality training in line with our Training Strategy 2024-29, ensuring they can safely and effectively respond to emergencies and maintain and develop their competencies.
- Fit for purpose workforce, technology, stations and vehicles that are located strategically to respond to community risk and need.
- New and different ways of working will be explored to maximise effective and productive worktime for our people.
- New operating delivery models to maximise organisational effectiveness.
- New Systems and technologies to enable more effective and productive incident response capabilities.
- Organisational learning from operational incidents, training events and external event investigations will influence future practice, enhance performance and improve firefighter safety.

Investing in our People

Outcome: Our people feel valued and supported by SFRS in a culture that embraces diversity and inclusion, empowerment and accountability and drives joined up working.

What being a great employer means to us

Our strength comes from our people. We are committed to creating a collaborative and supporting environment where everyone can excel and feel heard. We will put their safety, and their physical and mental health at the forefront of what we do. We will support them through change. We will develop and nurture their talent and skills, provide development opportunities for all, and offer rewarding careers. We will be inclusive, with a culture that allows our people to be themselves at work. Our senior leaders will lead by example and show they are committed to our values through their behaviours, they and all staff will uphold those values in their daily work. We will take opportunities to build a workforce that better reflects the communities we serve and will promote diversity and inclusion at all levels of the Service.



Investing in our People

HOW WE WILL DELIVER:

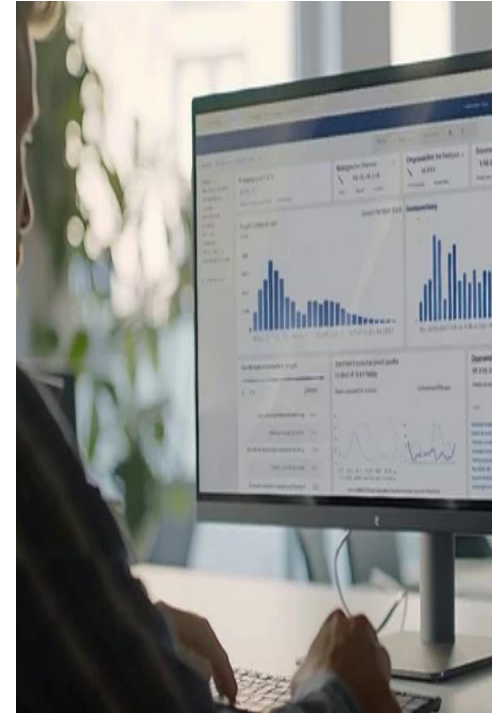
- Our safety culture will put health, safety and wellbeing at the forefront across the Service.
- The mental health and wellbeing of our people will be protected supported and improved.
- Embedding a culture that values and promotes inclusion, fairness, equality, respect and drives professional standards will continue to be embedded.
- Service Values will be reviewed so that they are reflective of a modern fire and rescue service and its people.
- Opportunities for our people to develop their skills and careers will be available.
- Our people will receive the leadership and management skills they need to match their role and enhance professional standards.
- New ways of working will help attract, retain and further support our workforce.
- Our workforce will increasingly reflect the population of Scotland where we employ individuals from a wide range of perspectives, communities, life experiences, characteristics, and heritage.
- Enhanced succession planning arrangements to ensure we always have a sustainable and skilled workforce will be in place.
- Strong and effective relationships will be maintained with our recognised Representative Bodies.

Improving Performance

Outcome: We will continuously improve our organisational performance, productivity and resilience.

What being an effective organisation means to us

We strive to continually improve the services we provide to make Scotland safer. In challenging financial times, using innovative processes, technology and ideas will help us do this. As we adapt, it is important we have effective compliance, change and performance management processes in place. This will help us ensure we continue to deliver the best possible service and provide value for money to the people of Scotland. We believe that effective governance, strong accountability, resilient performance and sound financial planning are at the heart of good public services. Our decision making will be evidence-led, open, and transparent. We will fully engage with our people and representative bodies as we continue to evolve and improve our services.



Improving Performance

HOW WE WILL DELIVER:

- Innovative ways of working will increase levels of productivity and performance, whilst providing value for money to the public.
- Change projects will be effectively managed, delivering on time, cost and quality whilst helping our people understand and commit to change.
- Organisational risk, security and resilience will be effectively managed to maintain business continuity during impactful events such as cyber security attacks.
- Continue to ensure the Service is well governed, providing information and assurance to the people of Scotland.
- Improved use of data and business intelligence across the Service will support decision making, manage activities, and enable us to work more productively.
- New and innovative ways of engaging with communities to inform and support our decision making.
- Building insights into public attitudes and levels of community satisfaction in what we do and how we work.

Innovation and Investment

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

What innovation means to us

New developments are happening at an increasing pace across every aspect of our society and economy. We want to do more for the communities of Scotland. We want to be a leader in how public services are delivered and this includes developing and diversifying our own role within communities. We believe that by working with our public service partners we could expand our activities, help save lives, minimise harm to people, and add social and economic value to Scotland. For example, we could provide an emergency medical response and support the most vulnerable in our communities. This could improve wider community outcomes, reduce demand of partner services and ultimately reduce the risk within Scotland's communities. As we continue to evolve, it is important that our people have the right facilities, equipment and technology to do their jobs safely and well. Supported by our Strategic Asset Management Plans, we want our stations to be fit for a leading fire and rescue service, where our facilities reflect the needs of our workforce, improve our approach to reducing firefighters' exposure to contaminants, and are environmentally sound. Our people also need more technologically advanced equipment and vehicles to use at incidents; and to train with. Making better use of technology, embracing new ways of working to drive efficiency, innovation and automation will be a key feature in the next stages of our Service evolution.



Innovation and Investment

HOW WE WILL DELIVER:

- A diversified role within communities that increases our prevention and emergency response activities.
- Building an organisational environment that supports the research and development of innovative technology and working practices that improves public and firefighter safety.
- An improvement programme to deliver buildings that provide safe and appropriate facilities that reflect the needs of a modern workforce.
- Focus on identifying and reducing the risk of firefighter exposure to contaminants.
- Vehicles and equipment will continue to be modernised to support the safety and wellbeing of our people.
- Through investment in digital, data and technology capabilities we will support change in how we work.
- Review of Corporate Service functions will lead to better aligned, more efficient, effective and productive business processes.

Consultation

- The public consultation exercise will run from 5 February to 2 April 2025.
- Your input is crucial in shaping our strategic direction for the next three years and help shape our decision-making process.
- You can review the draft SFRS Strategy for 2025-28 and tell us what you think via [our website](#).
- We will collect all the feedback from the consultation process and carefully review what you have to say. We will use this feedback to help shape the final SFRS Strategy for 2025-28.

Questions?



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Safety. Teamwork. Respect. Innovation.