

SHAPING OUR FUTURE SERVICE: YOUR SAY	A' CUMADH AR SEIRBHEIS SAN ÀM RI TEACHD: TOG DO GHUTH
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It has been 200 years since the world's first ever municipal fire service was established in Scotland.	Tha 200 bliadhna ann bho chaidh a' chiad sheirbheis smàlaidh baile riamh a stèidheachadh ann an Alba.
Photo by Iain Masterton	Dealbh le Iain Masterton
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1 INTRODUCTION	1 RO-RÀDH
We have a proud history of serving our communities and have always worked hard to keep people safe.	Tha eachdraidh phròiseil againn a bhith a' frithealadh ar coimhearsnachdan agus bha sinn a-riamh ag obair gu cruaidh gus daoine a chumail sàbhailte.
The role of the firefighter has evolved over time and we want to build on this success to be a modern fire and rescue service that is ready for the challenges of Scotland's future.	Tha ròl an smàladair air atharrachadh is air fàs thar ùine agus tha sinn airson togail air an t-soirbheachas seo gus am bi sinn nar seirbheis smàlaidh is teasairginn ùr-nodha a tha deiseil airson dùbhlain na h-Alba san àm ri teachd.

<p>As we outlined in our Long Term Vision, we want to do more for our communities – not just by responding to incidents but by stopping them from happening in the first place.</p>	<p>Mar a mhìnich sinn san Lèirsinn Fhad-ùine againn, tha sinn airson barrachd a dhèanamh airson ar coimhearsnachdan – chan ann a-mhàin le bhith a’ dèiligeadh ri cùisean èiginn ach le bhith a’ cur bacadh orra bho bhith a’ tachairt sa chiad dol a-mach.</p>
<p>The types of incidents we respond to are changing and different parts of Scotland need different services from us. This means we need to change how we work.</p>	<p>Tha na seòrsaichean tachartais a bhios sinn a’ frithealadh ag atharrachadh agus tha feum aig diofar sgìrean de dh’Alba air diofar sheirbheisean bhuaninn. Tha seo a’ ciallachadh gum feum sinn an dòigh obrach againn atharrachadh.</p>
<p>For example, we are seeing fewer house fires but more flooding and wildfire incidents – often in areas that do not have permanently staffed fire stations.</p>	<p>Mar eisimpleir, tha sinn a’ faicinn nas lugha de theintean taighe ach barrachd thachartasan co-cheangailte ri tuiltean is teintean mòra air a’ bhlàr a-muigh – gu tric ann an sgìrean far nach eil stèiseanan smàlaidh maireannach.</p>
<p>Where we do have stations, some are located in areas to support historical risks that are no longer there – such as heavy industry like shipyards or coal mines. Some of our stations are also no longer fit for purpose and require significant investment to make them safer and more suitable for our staff.</p>	<p>Tha cuid de na stèiseanan againn stèidhichte ann an sgìrean far an deach an cur gus dèiligeadh ri cunnartan eachdraidheil nach eil ann tuilleadh – mar eisimpleir gnìomhachasan troma leithid gàrraidhean-shoithichean no mèinnean guail. Chan eil cuid de na stèiseanan againn iomchaidh tuilleadh agus tha feum aca air tasgadh mòr gus an dèanamh nas sàbhailte agus nas fhreagarraiche dhan luchd-obrach againn.</p>
<p>To make sure we have the right resources in the right place at the right time we need to change. We believe the status quo is no longer an option.</p>	<p>Gus dèanamh cinnteach gu bheil na goireasan ceart againn san àite cheart aig an àm cheart feumaidh sinn atharrachadh. Tha sinn den bheachd nach eil an status quo seasmhach tuilleadh.</p>
<p>This is why we are developing a Strategic Service Review Programme (SSRP) to look at how we deliver our services to become the modern service Scotland needs.</p>	<p>Sin as adhbhar gu bheil sinn a’ dèanamh Prògram Ath-sgrùdaidh Seirbheis Ro-innleachdail (SSRP) gus coimhead air mar a libhrigeas sinn ar seirbheisean gus am bi sinn nar seirbheis ùr-nodha a bheir seachad na seirbheisean tha a dhith air Alba.</p>

There are different ways to do this and we have outlined some of the areas we could change in this booklet.	Tha diofar dhòighean ann gus seo a dhèanamh agus tha sinn air cuid de na raointean a dh'fhaodamaid atharrachadh a mhineachadh anns an leabhran seo.
But we need your help to make sure we get this right for the communities we serve.	Tha sinn feumach air do chuideachadh gus dèanamh cinnteach gun dèan sinn seo gu ceart airson nan coimhearsnachdan a tha sinn a' frithealadh.
This is the first stage in our engagement with staff, communities, trade unions, partners, elected representatives and people across Scotland. We will be running events and speaking to communities over the next two months to find out what you want and need from your fire and rescue service.	Is e seo a' chiad phàirt den obair conaltraidh againn le luchd-obrach, coimhearsnachdan, aonaidhean ciùird, com-pàirtichean, riochdairean taghte agus daoine air feadh na h-Alba. Bidh sinn a' cumail thachartasan agus a' bruidhinn ri coimhearsnachdan thairis air an dà mhìos a tha romhainn gus faighinn a-mach na tha a tha dhìth ort agus na tha thu ag iarraidh bhon t-seirbheis smàlaidh is teasairginn agad.
You can also complete our online survey or return our questionnaire on page 21.	Faodaidh tu cuideachd an suirbhidh air-loidhne againn a lìonadh no an ceisteachan againn a chur air ais air taobh-duilleig 21.
The views we gather will help us to develop change options for full public consultation later this year.	Cuidichidh na beachdan a chruinnicheas sinn sinn gus roghainnean atharrachaidh a chruthachadh airson a dhol a-mach gu làn cho-chomhairleachadh poblach nas fhaide air adhart am-bliadhna.
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2 WHAT WE DO	2 NA THA SINN A' DÈANAMH
At any given time, we can send our firefighters to any incident across Scotland.	Is urrainn dhuinn ar smàladairean a chur gu tachartas sam bith air feadh na h-Alba uair sam bith.

<p>We have specialist appliances and resources that are used across Scotland. These appliances are crewed by firefighters from local community fire stations, but they provide specific skills and equipment to support complex emergencies across the whole country.</p>	<p>Tha innealan agus goireasan spèisealta againn a tha gan cleachdadh air feadh na h-Alba. Tha criutha nan innealan sin nan smàladairean bho stèiseanan smàlaidh coimhearsnachd ionadail, ach tha sgilean agus uidheamachd sònraichte aca gus taic a thoirt seachad ann an cùisean èiginn iom-fhillte air feadh na dùthcha gu lèir.</p>
<p>We respond to every emergency and will always send the nearest appropriate and available appliances based on their location and the type of incident.</p>	<p>Bidh sinn a’ freagairt air gach cùis èiginn agus cuiridh sinn na h-innealan iomchaidh as fhaisge a tha rim faighinn dhan tachartas a rèir an àite agus an seòrsa tachartas.</p>
<p>But keeping people safe starts long before any 999 call is made and our role is to prevent an emergency incident or harm from happening in the first place.</p>	<p>Ach bidh sinn a’ cumail daoine sàbhailte fada mus tèid gairm 999 a chur agus is e ar n-obair a th’ ann a bhith a’ cur bacadh air suidheachadh èiginn no air cron bho bhith a’ tachairt sa chiad dol a-mach.</p>
<p>We have a proven track record in delivering effective prevention activity across a wide range of issues. This means helping people to make their homes and communities safer.</p>	<p>Tha eachdraidh dhearbhte againn de bhith a’ libhrigeadh gnìomhachd casg èifeachdach thar raon farsaing de chuspairean. Tha seo a’ ciallachadh a bhith a’ cuideachadh dhaoine gus an dachaighean agus an coimhearsnachdan a dhèanamh nas sàbhailte.</p>
<p>We also regulate businesses and workplaces to ensure that the places we visit or work in are safe from fire.</p>	<p>Bidh sinn cuideachd a’ riaghladh gnìomhachasan agus àiteachan-obrach gus dèanamh cinnteach gu bheil na h-àiteachan air am bi sinn a’ tadhal no ag obair sàbhailte bho theintean.</p>
<p>We support all of Scotland’s communities, from educating children and young people, through to supporting adults and older people to live safely and independently.</p>	<p>Tha sinn a’ cumail taic ri coimhearsnachdan uile na h-Alba, bho bhith ag oideachadh chloinne agus dhaoine òga, gu bhith a’ toirt taic do dh’inbich agus do sheann daoine a bhith a’ tighinn beò gu sàbhailte agus gu neo-eisimeileach.</p>
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As a service, we exist to make Scotland a safer place. We do this by:	Mar sheirbheis, tha sinn ann airson Alba a dhèanamh nas sàbhailte. Ní sinn seo le bhith:
Responding to fires	A' freagairt ghairmean teine
Promoting fire safety	A' brosnachadh sàbhailteachd teine
Enforcing fire legislation	A' cur laghan a thaobh teintean an gnìomh
Responding to road traffic collisions	A' freagairt air tubaistean rathaid
Responding to serious transport incidents	A' freagairt air dhroch thachartasan còmhdhail
Responding to serious flooding	A' freagairt air droch thuiltean
Undertaking inland water rescue	Teasairginn air uisgeachan a-staigh dhan tìr
Dealing with structural collapse of buildings	A' dèiligeadh ri tuiteam structarail ann an togalaichean
Responding to chemical, biological and nuclear incidents	A' dèiligeadh ri tachartasan ceimigeach, bith-eòlasach agus niùclasach
Carrying out rescues at height	Obair teasairginn aig àirde
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3 WHY WE NEED TO CHANGE	3 CARSON A DH'FHEUMAS SINN ATHARRACHADH
Scotland is changing and this means we are responding to different types of incidents.	Tha Alba ag atharrachadh agus tha seo a' ciallachadh gu bheil sinn a' dèiligeadh ri diofar sheòrsaichean de thachartasan.
We want to ensure communities are resilient and safe from extreme weather events, such as flooding and wildfires.	Tha sinn airson dèanamh cinnteach gu bheil coimhearsnachdan ath-leumach agus sàbhailte bho thachartasan fìor dhroch shìde, leithid tuiltean agus teintean air a' bhlàr a-muigh.
Our communities are changing too with more people living longer at home. Some people are vulnerable and require additional support so we need to adapt to meet these needs.	Tha na coimhearsnachdan againn ag atharrachadh cuideachd le barrachd dhaoine a' fuireach sna dachaighean aca nas fhaide. Tha cuid a dhaoine so-leònte agus feumach air taic a bharrachd agus mar sin feumaidh sinn atharrachadh gus na feumalachdan sin a choileanadh.

<p>We know we can do more to keep Scotland safe. We want to focus on prevention so we can reduce demand on us and other public services.</p>	<p>Tha fios againn gum b' urrainn dhuinn barrachd a dhèanamh gus Alba a chumail sàbhailte. Tha sinn airson fòcas a chur air casg gus an urrainn dhuinn an ìre iarrais oirne agus air seirbheisean poblach eile a lùghdachadh.</p>
<p>This means considering how we can develop our prevention work through the use of our people, technology and safety interventions, making communities, homes and businesses safer and more resilient.</p>	<p>Tha seo a' ciallachadh gum feum sinn beachdachadh air mar as urrainn dhuinn ar n-obair casg a leasachadh tro bhith a' cleachdadh ar daoine, teicneòlas agus eadar-theachdan sàbhailteachd, a' dèanamh choimhearsnachdan, dachaighean agus gnìomhachasan nas sàbhailte agus nas seasmhaiche.</p>
<p>We are also committed to reducing our carbon footprint which means investing in more energy efficient buildings and vehicles.</p>	<p>Tha sinn cuideachd gu mòr airson ar lorg carboin a lùghdachadh a tha a' ciallachadh a bhith a' tasgadh ann an togalaichean agus carbadan a tha nas lùth-èifeachdaiche.</p>
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<p>3.1 What we respond to</p>	<p>3.1 Na bhios sinn a' freagairt air</p>
<p>Fires still make up the majority of incidents we attend. But the number of fires has reduced over time. This includes house fires and other building fires.</p>	<p>Tha a' mhòr-chuid de na tachartasan a bhios sinn a' frithealadh fhathast nan teintean. Ach tha an àireamh de theintean air a dhol sìos thar ùine. Tha seo a' gabhail a-steach teintean taighe agus teintean togalaich eile.</p>
<p>While fires overall have decreased, the number of other incidents we attend has increased.</p>	<p>Ged a tha àireamh nan teintean air a dhol sìos san fharsaingeachd, tha an àireamh de thachartasan eile air am bi sinn a' frithealadh air a dhol suas.</p>
<p>Non-fire incidents increased from 11% in 2013-14 to 17% last year of the total incidents we attended. We expect this rise to continue.</p>	<p>Chaidh tachartasan nach robh nan teintean suas bho 11% ann an 2013-14 gu 17% an-uiridh mar àireamh sa cheud de na tachartasan iomlan a fhrithheil sinn. Tha sinn an dùil gun lean an àrdachadh seo.</p>

At the same time, we have witnessed a continued reduction in fire-related deaths and casualties.	Aig an aon àm, tha sinn air lùghdachadh leantainneach fhaicinn ann am bàsan agus leòntan co-cheangailte ri teine.
Fires: 26,825 (-56% (since 2003/04))	Teintean: 26,825 (-56% (bho 2003/04))
House Fires: 4,305 (-47% (since 2003/04))	Teintean ann an dachaighean: 4,305 (-47% (bho 2003/04))
Other Building Fires: 1,893 (-55% (since 2003/04))	Teintean eile ann an toglaichean: 1,893 (-55% (bho 2003/04))
Outdoor Fires: 18,217 (+5% (since 2013/14*))	Teintean air a' bhlàr a-muigh: 18,217 (+5% (bho 2013/14*))
Non-Fire Incidents: 16,783 (+83% (since 2013/14*))	Tachartasan nach eil co-cheangailte ri teine: 16,783 (+83% (bho 2013/14*))
* Incident statistics of this type are not held for 2003/04	* Chan eil staitistig air an cumail airson tachartasan den t-seòrsa seo airson 2003/04
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Wildfire	Teintean mòra air a' bhlàr a-muigh
Wildfires in Scotland are getting bigger, last longer. Ultimately this requires a more significant response.	Tha teintean air a' bhlàr a-muigh ann an Alba a' fàs nas motha, agus mairidh iad nas fhaide. Aig a' cheann thall, bidh feum air freagairt nas susbaintiche ri seo.
Since 2010 there have been eight wildfires recorded which have lasted more than five days. All eight of these incidents have been since 2018. In that same time, there have been 15 wildfires lasting two to five days. Incidents of this duration involve hundreds of staff and resources, mainly our on call staff in rural communities.	Bho 2010 chaidh ochd teintean mòra sa bhlàr a-muigh a chlàradh a mhair còrr is còig latha. Tha na h-ochd tachartasan sin uile air a bhith ann bho 2018. Aig an aon àm, bha 15 teintean air a' bhlàr a-muigh a mhair fad eadar dà is còig latha. Nuair a bhios tachartasan cho fada seo ann, tha feum air na ceudan de luchd-obrach agus air tòrr ghoireasan. Mar as trice, is e ar luchd-obrach air ghairm ann an coimhearsnachdan dùthchail as motha a bhios ann.

<p>We know that wildfires are becoming larger in scale, burning for longer periods of time and requiring a more significant volume of emergency response. This is damaging to the environment and causes significant disruption to local communities.</p>	<p>Tha fios againn gu bheil teintean mòra air a' bhlàr a-muigh a' fàs nas motha ann an sgèile, a' losgadh airson ùine nas fhaide agus gu bheil iad feumach air freagairt èiginneach nas motha. Tha seo a' dèanamh cron air an àrainneachd agus a' cur bacadh mòr air coimhearsnachdan ionadail.</p>
<p>Due to the impact of climate change, we are seeing milder, wetter winters and drier, warmer summers. The expansion of vegetation growing seasons and changes in land management practices in Scotland are creating more fuel for wildfires, so we expect this trend to increase.</p>	<p>Mar thoradh air buaidh atharrachadh na gnàth-shìde, tha geamhraidhean a' fàs nas ciùine, nas fliche agus tha samhraidhean a' fàs nas tiorama agus nas blàithe. Tha leudachadh ann an seusan fàs na fàsmhorachd agus atharrachaidhean ann an cleachdaidhean stiùireadh fearainn ann an Alba a' cruthachadh barrachd connaidh airson teintean air a' bhlàr a-muigh, agus mar sin tha sinn an dùil gun lean agus gum meudaich an gluasad seo.</p>
<p>Wildfires are classified as outdoor fires with more than 1,000 square metres of burned area.</p>	<p>Tha teintean mòra air a' bhlàr a-muigh air am mìneachadh mar theintean air a' bhlàr a-muigh far a bheil barrachd air 1,000 meatairean ceàrnagach de thalamh loisgte.</p>
<p>2,500 wildfires since 2010 (average of 178 each year)</p>	<p>2,500 teintean mòra air a' bhlàr a-muigh bho 2010 (cuibheas de 178 gach bliadhna)</p>
<p>Photo by JASPERIMAGE</p>	<p>Dealbh le JASPERIMAGE</p>
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<p>Flooding</p>	<p>Tuiltean</p>
<p>Flooding incidents have increased steadily over the past decade and as the impact of climate change is predicted to intensify, we anticipate this trend to continue.</p>	<p>Tha àireamh nan tuiltean air a dhol suas mean air mhean thar nan deich bliadhna a dh'fhalbh agus mar a thathar an dùil gum fàs buaidh atharrachadh na gnàth-shìde, tha sinn an dùil gun lean an gluasad seo.</p>

More than 280,000 homes and buildings are at RISK OF FLOODING in Scotland; with an additional 110,000 properties at risk by 2080.*	Tha còrr is 280,000 dachaigh is togalach ann an CUNNART BHO THUILTEAN ann an Alba; le 110,000 togalach a bharrachd ann an cunnart ro 2080.*
In 2023, we witnessed the impact of Storm Babet, in which people sadly lost their lives and communities in the north east were devastated by flooding.	Ann an 2023, chunnaic sinn buaidh Stoirm Babet, anns an do chaill daoine am beatha agus thug tuiltean fìor dhroch bhuaidh air coimhearsnachdan san ear-thuath.
This type of large-scale incident presents a significant demand on our service, local and specialist national crews, and requires the deployment of hundreds of staff from across Scotland to the affected areas.	Tha an seòrsa tachartas mòr seo a' cur gu mòr ris an ìre iarrtais air an t-seirbheis againn, sgiobaidhean ionadail agus sgiobaidhean nàiseanta sònraichte, agus feumar na ceudan de luchd-obrach bho air feadh na h-Alba a chur gu na sgìrean air a bheil seo a' toirt buaidh.
We must ensure that we have the resilience and the correct equipment in place to respond effectively.	Feumaidh sinn dèanamh cinnteach gu bheil an t-ath-leumachd agus an uidheamachd cheart againn an sàs gus freagairt èifeachdach a thoirt air suidheachaidhean mar seo.
15,000 flooding incidents attended since 2013-14	Chaidh sinn gu 15,000 tuiltean bho 2013-14
* Scottish Environment Protection Agency (SEPA) reference: www.sepa.org.uk/data-visualisation/nfra2018/	* Buidheann Dìon Àrainneachd na h-Alba (SEPA): www.sepa.org.uk/data-visualisation/nfra2018/
Photo by PA Images	Dealbh le PA Images
Photo by Iain Masteron	Dealbh le Iain Masterton
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3.2 Matching resource to risk	3.2 A' dèanamh cinnteach gu bheil goireasan a rèir nan ìrean cunnairt

<p>We have spent years building our knowledge of changing community risk across Scotland through the development of our Community Risk Index Model (CRIM).</p>	<p>Tha sinn air bliadhnaichean a chur seachad a' togail ar n-eòlais mu atharrachaidhean ann an cunnartan coimhearsnachd air feadh na h-Alba tro bhith a' cruthachadh ar Modail Clàr-chunnart Coimhearsnachd (CRIM).</p>
<p>This model considers historical incident data and captures information about the people we serve, including where they are located, the types of buildings and environments they occupy and the way that nature may impact them.</p>	<p>Bidh am modail seo a' gabhail a-steach dàta mu thachartasan eachdraidheil agus a' glacadh fiosrachadh mu na daoine a bhios sinn a' frithealadh, a' gabhail a-steach far a bheil iad suidhichte, na seòrsaichean thogalaichean agus àrainneachdan anns a bheil iad agus an dòigh sa dh'fhaodadh nàdar buaidh a thoirt orra.</p>
<p>This helps us to identify where our stations and appliances should be based to best meet current risks and keep communities safe.</p>	<p>Tha seo gar cuideachadh le bhith a' comharrachadh far am bu chòir na stèiseanan agus na h-innealan againn a bhith stèidhichte gus aghaidh a chur air na cunnartan làithreach agus gus coimhearsnachdan a chumail sàbhailte.</p>
<p>The modelling we have done has shown that some stations and appliances are not in the right places to meet risk and demand.</p>	<p>Tha am modaladh a rinn sinn air sealltainn nach eil cuid de stèiseanan agus innealan anns na h-àiteachan ceart gus dèiligeadh ri cunnart agus iarrtas.</p>
<p>Our knowledge of risk will help to inform where we need to locate stations, how we crew our appliances and how we operate from our stations.</p>	<p>Cuidichidh ar n-eòlas air cunnart le bhith a' sealltainn dhuinn far am feum sinn stèiseanan a shuidheachadh, dè am modail a bhios ann airson criutha ar n-innealan agus mar a bhios sinn ag obair a-mach às na stèiseanan againn.</p>
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<p>3.3 Our people</p>	<p>3.3 Ar daoine</p>
<p>The success of SFRS is down to our staff. Our firefighters, operations control, fire enforcement officers, community action teams and support staff are all dedicated to keeping Scotland safe.</p>	<p>Tha soirbheachas SFRS mar thoradh air an luchd-obrach againn. Tha ar smàladairean, luchd-obrach obrachaidh, oifigearan gnìomhachaidh teine, sgiobaidhean gnìomh coimhearsnachd</p>

	agus luchd-obrach taic uile gu mòr airson Alba a chumail sàbhailte.
We want all our staff to receive the highest quality of training which equips them with the skills, expertise and values the public expect.	Tha sinn airson 's gum faigh ar luchd-obrach air fad trèanadh den chàileachd as àirde a bheir dhaibh na sgilean, an t-eòlas agus na luachan a tha am poball a' sùileachadh.
For operational staff we want to invest in more training sites and more instructors across Scotland to better prepare our staff to deal with the modern risk and challenges.	Airson luchd-obrach obrachaidh tha sinn airson tasgadh a dhèanamh ann am barrachd làraichean-trèanaidh agus ann am barrachd oidean air feadh na h-Alba gus ar luchd-obrach ullachadh nas fheàrr airson dèiligeadh ri cunnartan is dùbhlain an latha an-diugh.
We also need to work harder to make SFRS representative of the communities we serve.	Feumaidh sinn cuideachd a bhith ag obair nas cruaidhe gus dèanamh cinnteach gum bi SFRS a' riochdachadh nan coimhearsnachdan a bhios sinn a' frithealadh.
Diversity is important in creating a workplace where everyone feels welcome and included. Having a diverse workforce has been proven to improve decision making and performance.	Tha iomadachd cudromach ann a bhith a' cruthachadh àite-obrach far am bi a h-uile duine a' faireachdainn gu bheil fàilte orra agus gu bheil iad air an gabhail a-steach. Thathar air dearbhadh gu bheil luchd-obrach eadar-mheasgte a' toirt piseach air co-dhùnidhean agus coileanadh.
We are committed to improving diversity and building the leadership and culture to ensure that SFRS is a great place to be for everyone.	Tha sinn dealasach a thaobh iomadachd a leasachadh agus an ceannardas agus an cultar a thogail gus dèanamh cinnteach gu bheil SFRS na dheagh àite obrach airson a h-uile duine.
We also need to do more to support our on call firefighters. On call firefighters respond to emergencies via a pager but often have other jobs. There are significant challenges with our on call system and as our communities change, we cannot recruit enough to crew appliances in remote and rural areas.	Feumaidh sinn cuideachd barrachd a dhèanamh gus taic a thoirt dhan luchd-smàlaidh air ghairm againn. Bidh luchd-smàlaidh air ghairm a' freagairt air cùisean èiginn tro phèidsear ach gu tric bidh obraichean eile aca. Tha dùbhlain mhòra mun choinneamh an t-siostam air ghairm againn agus leis mar a tha na coimhearsnachdan againn ag atharrachadh ag atharrachadh,

	chan urrainn dhuinn gu leòr fhastadh airson criutha nan uidheaman ann an sgìrean iomallach agus dùthchail.
While this is not unique to Scotland, our geography means that we rely heavily on our on call firefighters. This model needs to be sustainable so that communities can remain resilient. To do this we need to consider what response and – more importantly – prevention activities could better serve these communities.	Ged nach ann an Alba a-mhàin a tha na dùbhlain seo, tha sinn gu math feumach air na smàladairean air ghairm againn mar thoradh air a’ chruth-tìre againn. Feumaidh am modail seo a bhith seasmhach gus an urrainn do choimhearsnachdan a bhith ath-leumach. Gus seo a dhèanamh feumaidh sinn beachdachadh air dè an fhreagairt agus – nas cudromaiche – dè na gnìomhan casg a dh’fhaodadh seirbheis nas fheàrr a thoirt do na coimhearsnachdan sin.
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3.4 The state of our estate	3.4 Cor na h-oighreachd againn
Many of our ageing buildings are no longer fit for purpose and require urgent action. It will require significant investment to make them safer and more suitable and we must find a way to rectify this. Doing nothing is not an option.	Tha mòran de na togalaichean againn a’ fàs nas sine agus chan eil iad iomchaidh tuilleadh agus feumar ceuman èiginneach a ghabhail. Bidh feum air tasgadh mòr gus an dèanamh nas sàbhailte agus nas freagarraiche agus feumaidh sinn dòigh a lorg gus an suidheachadh seo a chur ceart. Chan e roghainn a th’ ann gun a bhith ag atharrachadh dad.
In 2018 Audit Scotland described our backlog in capital spend requirements as “insurmountable”. That means we will never be able to modernise all our buildings and vehicles without additional investment or changing how we work.	Ann an 2018 thuirt Sgrùdadh Alba gun robh e “do-dhèanta” a’ bheàrn ann an caitheamh calpa a tha mur ar coinneamh a lìonadh. Tha sin a’ ciallachadh nach bi e comasach dhuinn na togalaichean agus na carbadan againn ùrachadh gu bràth gun tasgadh a bharrachd no atharrachadh air mar a bhios sinn ag obair.
Our capital funding has remained at £32.5million for the last seven years. We have received an additional £10million for 24/25 but as a minimum we need at least £60million each year to bring	Tha ar maoineachadh calpa air fuireach aig £32.5 millean airson nan seachd bliadhna mu dheireadh. Tha sinn air £10 millean a bharrachd fhaighinn airson 24/25 ach aig a’ char as lugha

our buildings and equipment up to standard. We are also spending more money on repairs as the condition and suitability of our estate continues to deteriorate.	feumaidh sinn co-dhiù £60millean gach bliadhna gus na togalaichean agus an uidheamachd againn a thoirt chun na h-ìre a tha a dhìth. Tha sinn cuideachd a' cosg barrachd airgid air obair càraidh leis gu bheil staid agus freagarrachd ar n-oighreachd a' sìor dhol sìos.
We have 14 fire stations with Reinforced Autoclaved Aerated Concrete (RAAC) panel issues.	Tha 14 stèiseanan smàlaidh againn cuideachd anns a bheil pannalan concait RAAC.
This was identified in 2019 and we took measures to protect our staff and operations, however we have been unable to repair or replace the stations and this requires a permanent solution.	Chaidh seo a chomharrachadh ann an 2019 agus ghabh sinn ceumannan gus ar luchd-obrach agus ar gnìomhachd a dhìon, ach cha b' urrainn dhuinn na stèiseanan a chàradh no stèiseanan ùra a chur nan àite agus tha feum air fuasgladh maireannach.
We need £60m each year to bring our buildings & equipment up to standard.	Feumaidh sinn £60m gach bliadhna gus na togalaichean agus an uidheamachd againn a thoirt chun na h-ìre a tha a dhìth.
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3.5 Contamination risk to firefighters	3.5 Cunnart truailidh do smàladairean
There is growing evidence of the health risks associated with exposure to a range of contaminants for our firefighters.	Tha fianais a' sìor fhàs mu na cunnartan slàinte do na smàladairean againn co-cheangailte ri bhith fo chunnart bho fharsaingeachd de stuthan truailidh.
Firefighters' mortality rate from all cancers is 1.6 times higher than the general public, and firefighters are developing cancer at higher rates and at younger ages.*	Tha ìre bàsmhorachd smàladairean bho gach seòrsa aillse 1.6 uair nas àirde na ìre a' mhòr-shluagh, agus tha smàladairean a' fulang bho aillse aig ìrean nas àirde agus aig aois nas òige.*
The safety of our staff is paramount, and we continue to work with the Fire Brigades Union (FBU) and other representative bodies to reduce contamination risk for our firefighters.	Tha sàbhailteachd ar luchd-obrach air leth cudromach, agus tha sinn a' leantainn oirnn ag obair le Aonadh nan Smàladairean

	(FBU) agus buidhnean riochdachaidh eile gus cunnart truailleadh dhan luchd-smàlaidh againn a lùghdachadh.
We have undertaken a substantial review of how our appliances, staff and personal protective equipment (PPE) are decontaminated during and following an incident. We know that some of our buildings do not have appropriate decontamination provisions and, in some cases, limited welfare facilities.	Tha sinn air ath-sgrùdadh susbainteach a dhèanamh air mar a tha ar n-innealan, luchd-obrach agus uidheamachd dìon pearsanta (PPE) air an dì-thruailleadh rè agus às dèidh tachartas. Tha fios againn nach eil ullachaidhean dì-thruaillidh iomchaidh aig cuid de na togalaichean againn agus, ann an cuid de thoglaichean, tha goireasan sochair cuibhrichte.
To mitigate this risk, specialist decontamination wipes have been supplied to all fire appliances and training centres; a station zoning system has been trialled to limit contaminant spread; and our medical tests now include enhanced cancer screening questions.	Gus an cunnart seo a lùghdachadh, chaidh suathagan (<i>wipes</i>) dì-thruaillidh sònraichte a thoirt do gach inneal-smàlaidh agus ionad trànaidh; chaidh deuchainn a dhèanamh air siostam sònaichean stèisein gus casg a chur air sgaoileadh truailleadh; agus tha na deuchainnean meidigeach againn a-nis a' gabhail a-steach ceistean leasaichte mu sgrìonaidh aillse.
But we know there is more we must do. Further investment is needed, particularly in relation to creating proper decontamination facilities in our stations.	Ach tha fios againn gu bheil barrachd ann a dh'fheumas sinn dèanamh. Tha feum air barrachd tasgaidh, gu sònraichte a thaobh a bhith a' cruthachadh goireasan dì-thruaillidh ceart anns na stèiseanan againn.
* Scottish Firefighters Occupational Cancer and Disease Mortality Rates: 2000-2020: academic.oup.com/occmed/article/73/1/42/6964909?login=false	* Scottish Firefighters Occupational Cancer and Disease Mortality Rates: 2000-2020: academic.oup.com/occmed/article/73/1/42/6964909?login=false
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4 INVESTING IN CHANGE	4 A' TASGADH ANN AN ATHARRACHADH
We recognise that the need to modernise as a service and address the issues with our estate requires investment.	Tha sinn ag aithneachadh gu bheil feum againn air ath-nuadhachadh mar sheirbheis agus gum feumar aghaidh a chur air ceistean a thaobh tasgadh san oighreachd againn.

But this comes against a backdrop of economic and financial challenges for the whole public sector in Scotland. SFRS is not immune to this. We face pressures in both our resource and capital budgets so we must find ways to better use our resources.	Ach tha seo a' tighinn aig àm nuair a tha dhùbhlain eaconamach is ionmhais mu choinneimh na roinne poblaich gu lèir ann an Alba. Tha seo a' toirt buaidh air SRFS cuideachd. Tha cuideam an dà chuid air na buidseatan ghoireasan agus calpa againn agus mar sin feumaidh sinn dòighean a lorg gus ar goireasan a chleachdadh nas fheàrr.
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4.1 Balancing our budget	4.1 A' cothromachadh a' bhuidseit againn
Our budget is set annually by the Scottish Government and we have a legal duty to deliver a balanced budget.	Tha ar buidseat air a shuidheachadh gach bliadhna le Riaghaltas na h-Alba agus tha dleastanas laghail oirnn buidseat cothromach a lìbhrigeadh.
The Scottish Government's Resource Spending Review published in May 2022 predicted our budget will remain the same for the next three years.	Ann an Lèirmheas Caiteachais Ghoireasan aig Riaghaltas na h-Alba a chaidh fhoillseachadh sa Chèitean 2022 chaidh a ro-innse gum fuirich am buidseat againn mar a bha e airson nan trì bliadhna ri teachd.
In 2023, the SFRS Board approved an initial savings plan across the whole organisation.	Ann an 2023, dh'aontaich Bòrd SFRS plana sàbhalaidd tòiseachail thar na buidhne air fad.
This included the temporary withdrawal of 10 second or third wholetime fire appliances for an initial 12-month period. This decision was supported by data and modelling from our CRIM which identified the appliance withdrawals that would have the least impact on emergency response times.	Bha seo a' gabhail a-steach a bhith a' toirt air falbh 10 dàrna no treas innealan-smàlaidh teine làn-ùine gu sealach fad 12 mìosan an tòiseach. Fhuair an co-dhùnadh seo taic bho dhàta agus modaileadh bhon CRIM againn a chomharraich dè na h-inneanan a bheireadh a bhuidh as lugha air amannan freagairt èiginn nan rachadh an toirt à seirbheis.

However we need to make permanent changes to move forward.	Ach feumaidh sinn atharrachaidhean maireannach a dhèanamh gus gluasad air adhart.
In December 2023, the Scottish Government increased our budget by £13.6million for 2024-25, from our budget allocation at the start of 23/24 and increased capital investment by £10.3million.	Anns an Dùbhlachd 2023, thug Riaghaltas na h-Alba àrdachadh de £13.6m air a' bhuidseat againn airson 2024-25, bhon riarachadh buidseit againn aig toiseach 23/24 agus thug iad àrdachadh de £10.3m air an tasgadh calpa againn.
We need to plan beyond 2025 and ensure we are a sustainable organisation that is able to continually improve and invest in the services we provide. This is why we are seeking your views.	Feumaidh sinn planadh seachad air 2025 agus dèanamh cinnteach gu bheil sinn nar buidheann sheasmhach a tha comasach air leasachadh leantainneach agus tasgadh a dhèanamh anns na seirbheisean a tha sinn a' toirt seachad. Sin as adhbhar gu bheil sinn ag iarraidh do bheachdan.
This budget increase gives us an opportunity to look at how we best use our staff, equipment, estate and fleet over future years to make sure we develop and improve for years to come.	Bheil an t-àrdachadh buidseit seo cothrom dhuinn coimhead air mar as fheàrr a chleachdas sinn ar luchd-obrach, uidheamachd, oighreachd agus carbadan thar nam bliadhnaichean ri teachd gus dèanamh cinnteach gun leasaich sinn sna bliadhnaichean ri teachd.
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5 WHAT CHANGES COULD WE MAKE?	5 DÈ NA H-ATHARRACHAIDHEAN A DH'FHAODAMAID DÈANAMH?
These are some of the areas we think could change to use our resources differently and invest in developing our services.	Seo cuid de na raointean a far a bheil sinn den beachd gum b' urrainn dhuinn na goireasan againn a chleachdadh ann an dòigh eadar-dhealaichte agus tasgadh a dhèanamh ann an leasachadh ar seirbheisean.
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5.1 Developing the firefighter role	5.1 A' leasachadh dreuchd an smàladair
We are committed to working in partnership with our staff and trade unions to develop the role of the firefighter in Scotland to take on wider prevention and emergency response activities.	Tha sinn gu mòr airson obrachadh ann an com-pàirteachas le ar luchd-obrach agus aonaidhean ciùird gus àite an smàladair ann an Alba a leasachadh gus gnìomhan casg agus freagairt èiginn nas fharsainghe a ghabhail os làimh.
To achieve this, we would need to agree a new employment contract and role of firefighters with their representative bodies. We have an 'agreement in principle' with the Fire Brigade's Union (FBU) but this would need additional funding to fully implement.	Gus seo a choileanadh, dh'fheumadh sinn cùmhnant obrach ùr agus ròl smàladairean aontachadh leis na buidhnean riochdachaidh aca. Tha 'aonta ann am prionnsabal' againn le Aonadh nam Feachdan Smàlaidh (FBU) ach dh'fheumadh seo maoineachadh a bharrachd gus a làn bhuileachadh.
We would also need to invest further in training and equipment to support our firefighters to take on any new roles.	Dh'fheumamaid cuideachd barrachd a thasgadh ann an trèanadh agus uidheamachd gus taic a thoirt dhan luchd-smàlaidh againn gus dleastanasan ùra sam bith a ghabhail os làimh.
We believe that diversifying the role of firefighters could provide additional support to meet the needs of local communities. For example, we could provide an emergency medical response and support the most vulnerable in our communities. The benefits to the people of Scotland in working closer with our public service partners could be significant.	Tha sinn den bheachd gum b' urrainn a bhith a bhith a' cur ri farsaingeachd dreuchd nan smàladairean taic a bharrachd a thoirt seachad gus coinneachadh ri feumalachdan choimhearsnachdan ionadail. Mar eisimpleir, b' urrainn dhuinn freagairt meidigeach èiginneach a thoirt seachad gus taic a thoirt dhan fheadhainn as so-leònte nar coimhearsnachdan. Dh'fhaodadh buannachdan mòra a bhith ann do mhuinntir na h-Alba bho bhith ag obair nas dlùithe le ar com-pàirtichean sna seirbheisean poblach.
Building upon our success in delivering preventative activities and interventions, we believe that we could go beyond the traditional role of the fire service and further enhance our partnership working. This could improve wider community outcomes, reduce demand on partners services and ultimately reduce the risk to the most vulnerable within Scotland's communities.	A' togail air ar soirbheachas ann a bhith a' lìbhrigeadh gnìomhan agus eadar-theachdan dìon, tha sinn den bheachd gum faodadh sinn a dhol nas fhaide na ròl traidiseanta na seirbheis smàlaidh agus gum b' urrainn dha ar n-obair com-pàirteachais a neartachadh tuilleadh. Dh'fhaodadh seo piseach a thoirt air builean coimhearsnachd, iarrtas air seirbheisean nan com-

	pàirtichean againn a lùghdachadh agus aig a' cheann thall lùghdachadh a thoirt air cunnart dhan fheadhainn as so-leònte ann an coimhearsnachdan na h-Alba.
We also want to be a leader in reforming how our public services are delivered. An example of this would be to build on our current approach of sharing premises with our partners. This provides a more integrated delivery model that reduces the need for separate buildings while providing the services that communities need and the facilities that staff deserve.	Tha sinn cuideachd airson a bhith air thòiseach air càch ann a bhith ag ath-leasachadh lìbhrigeadh nan seirbheisean poblach againn. Mar eisimpleir de seo, b' urrainn dhuinn togail air an dòigh-obrach a th' againn an-dràsta a thaobh a bhith a' co-roinn thogalaichean le ar com-pàirtichean. Tha a' toirt dhuinn modail lìbhrigidh nas amalaichte a lùghdaicheas an fheum air togalaichean fa leth agus aig an aon àm a tha a' toirt seachad nan seirbheisean a dh'fheumas coimhearsnachdan agus a tha a' lìbhrigeadh nan goireasan air a bheil luchd-obrach airidh.
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5.2 Changing where our stations and appliances are based	5.2 Ag atharrachadh far a bheil na stèiseanan agus na h-innealan againn stèidhichte
The location of our community fire stations and fire appliances across Scotland has not changed significantly over time.	Chan eil suidheachadh ar stèiseanan smàlaidh coimhearsnachd agus ar n-innealan-smàlaidh air feadh na h-Alba air atharrachadh gu mòr thar ùine.
As we outlined in section 3.2, we know that some of our stations are not located in the best places to meet the current risks faced in communities.	Mar a mhìnich sinn ann an earrann 3.2, tha fios againn nach eil cuid de na stèiseanan againn anns na h-àiteachan as fheàrr airson dèiligeadh ris na cunnartan a tha mu choinneamh choimhearsnachdan aig an àm seo.
There are potential options to change where our stations and appliances are located. This could involve merging stations in similar geographical locations to better reflect risk and demand.	Tha roghainnean ann airson a bhith ag atharrachadh far a bheil na stèiseanan agus na h-innealan againn suidhichte. Dh'fhaodadh seo a bhith a' gabhail a-steach a bhith a' cur stèiseanan còmhla ann an àiteachan faisg air a chèile gus am biodh iad a' frithealadh nas fheàrr air ìrean cunnairt agus iarrtais.

Merging or moving stations would allow us to better use our resources elsewhere in the Service and invest in new stations where required.	Nan cuireamaid stèiseanan còmhla, no nan rachadh an gluasad, dh'fhaodamaid na goireasan againn a chleachdadh nas fheàrr ann an àiteachan eile san t-seirbheis agus tasgadh a dhèanamh ann an stèiseanan ùra far a bheil feum orra.
By changing our footprint, we can reduce our running costs, reduce our capital backlog and potentially generate income from sites being sold.	Le bhith ag atharrachadh far a bheil na toglaichean againn, is urrainn dhuinn na cosgaisean ruith againn a lùghdachadh, am càrn-obrach tasgaidh a lùghdachadh agus is dòcha teachd a-steach a dhèanamh tro na làraichean a thèid a reic.
The construction of new buildings would also help to address issues with contamination and suitable welfare facilities while providing staff with a newer, modern workplace.	Chuideachadh a bhith a' togail stèiseanan ùra cuideachd gus dèiligeadh ri ceistean a thaobh truailleadh agus goireasan sochair iomchaidh agus aig an aon àm, bheireadh e àite-obrach ùr-nodha do luchd-obrach.
£1m each year for one wholetime fire appliance crewed 24/7	£1m gach bliadhna airson aon inneal-smàlaidh làn-ùine le criutha 24/7
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5.3 Changing how and when we staff our resources	5.3 Ag atharrachadh ciamar agus cuin a bhios sinn a' cleachdadh ar luchd-obrach
Our wholetime firefighters are split across five groups (watches). This is called the 5 Watch Duty System (5WDS) and allows us to provide permanent crews at our wholetime stations 24 hours a day, seven days a week.	Tha an luchd-smàlaidh làn-ùine againn air an roinn thairis air còig buidhnean (freiceadan). Canar Siostam nan 5 Clàr-obrach Freiceadain ri seo (<i>5 Watch Duty System - 5WDS</i>) agus leigidh e leinn sgiobaidhean maireannach a lìbhrigeadh aig na stèiseanan làn-ùine againn 24 uair a thìde san latha, seachd latha san t-seachdain.
Our on call (retained) firefighters respond to emergencies via a pager but often have other jobs while carrying out these duties.	Bidh luchd-smàlaidh air ghairm a' freagairt air cùisean èiginn tro phèisdear ach gu tric bidh obraichean eile aca a bharrachd air na dleastanasan sin. Bidh iad cuideachd a' dèanamh trèanadh agus

They also undertake training and carry out community safety and prevention work.	a' lìbhrigeadh obair sàbhailteachd agus casg sa choimhearsnachd.
We also have a number of on call (volunteer) stations and Community Response Units (CRUs) who respond to specific types of incident via a pager system.	Tha grunn stèiseananan smàlaidh air ghairm (saor-thoileach) againn cuideachd agus Aonadan Freagairt Coimhearsnachd (CRU) a bhios a' dèiligeadh ri seòrsaichean sònraichte de thachartasan tro shiostam pèidseir.
We currently have 23 stations which operate using a mixed duty system arrangement.	Tha 23 stèisean againn an-dràsta a tha ag obair le siostam clàr-obrach measgaichte.
This is where a station has more than one pumping appliance – typically two pumping appliances and/or a specialist vehicle. One pumping appliance is crewed by wholtime firefighters on the 5WDS whilst the other pump is crewed by on call firefighters who respond from their home or primary workplace.	Seo far a bheil barrachd air aon inneal-pumpaidh aig stèisean – mar as trice dà inneal-pumpaidh agus/no carbad sònraichte. Tha criutha de smàladairean làn-ùine aig fear de na h-innealan-pumpaidh againn air an 5WDS agus tha criutha de smàladairean air ghairm aig a' phump eile, a bhios a' freagairt bhon dachaigh no bhon phrìomh àite-obrach aca.
We also have one community fire station which combines a wholtime and day duty crewing model.	Tha aon stèisean smàlaidh coimhearsnachd againn cuideachd a tha a' measgachadh modail criutha làn-ùine agus luchd-obrach latha.
The day duty system and other alternatives mean appliances are crewed based on data which shows when they are needed.	Tha an siostam clàr-obrach latha agus roghainnean eile a' ciallachadh gu bheil criutha gan riarachadh do dh'innealan stèidhichte air dàta a sheallas cuin a bhios feum orra.
A mix of duty systems is common elsewhere in the UK.	Tha measgachadh de shiostaman clàr-obrach cumanta ann an àiteachan eile san RA.
There may be some areas where changing our duty systems would be appropriate to meet the risk and demand. This could allow staff to be deployed into other risk critical areas such as training and prevention.	Ann an cuid de dh'àiteachan, dh'fhaodte gum biodh e iomchaidh siostaman nan clàran-obrach againn atharrachadh gus am biodh iad a rèir ìrean iarrtais is cunnairt. Leis a seo, ghabhadh luchd-

	obrach a chur gu raointean eile a tha ro-chudromach a thaobh trèanadh agus casg.
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5.4 Changing how we attend emergencies	5.4 Ag atharrachadh mar a bhios sinn a’ frithealadh air suidheachaidhean èiginn
Our crewing model – which is the number of firefighters in appliances that attend an emergency – is another area we could explore for change.	Tha modail nan criutha againn - is e sin an àireamh de smàladairean ann an innealan-smàlaidh a bhios a’ frithealadh cùis èiginn - na raon eile sam b’ urrainn dhuinn beachdachadh air atharrachadh a dhèanamh.
Different models are used throughout the UK and there could be options to change the crewing arrangements for different appliances in individual stations.	Tha diofar mhodailean gan cleachdadh air feadh na RA agus dh’fhaodadh roghainnean a bhith ann gus na rèiteachaidhean criutha atharrachadh airson diofar innealan-smàlaidh ann an diofar stèiseanan.
We could also adopt bespoke measures to increase availability in other areas. For example, blended crewing, where on call firefighters can be temporarily posted to wholetime stations to ensure appropriate levels of crewing are maintained or wholetime firefighters are deployed to on call stations to fill short-term crew or skills shortages.	Dh’fhaodamaid cuideachd ceumannan sònraichte a ghabhail gus cur ri faotainneachd ann an raointean eile. Mar eisimpleir, criuthaichean measgaichte, far am faodar smàladairean air ghairm a chur gu stèiseanan làn-ùine gu sealach gus dèanamh cinnteach gu bheil ìrean iomchaidh de chriutha air an cumail no gu bheil smàladairean làn-ùine air an cur gu stèiseanan air ghairm gus dèiligeadh ri gainnead sgioba no sgilean geàrr-ùine.
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5.5 Rationalising our corporate buildings	5.5 Ag ath-sgrùdadh nan toglaichean corporra againn
Our corporate buildings provide working space for both uniformed and support staff.	Tha na toglaichean corporra againn nan àiteachan obrach an dà chuid airson smàladairean agus luchd-obrach taic.

We have already closed our West Service Delivery Area Headquarters (HQ) at Hamilton after the site was designated as surplus to requirements.	Tha sinn mar-thà air Prìomh Oifis Sgìre Lìbhrieadh Seirbheis an Iar ann an Hamaltan a dhùnadh às dèidh dhuinn co-dhùnadh nach robh an làrach a dhìth tuilleadh.
The closure of this site will save approximately £500,000 in annual running costs with future potential for capital receipt following the sale of the corporate building.	Sàbhalaidd dhùnadh na làraich seo timcheall air £500,000 ann an cosgaisean ruith bliadhnail le comas barrachd airgead calpa a dhèanamh às dèidh reic an togalaich chorpóra.
There is similar potential to achieve further savings by closing additional sites in other parts of the country.	Tha comas ann barrachd shàbhalaiddhean a dhèanamh le bhith a' dhùnadh làraichean a bharrachd ann am pàirtean eile den dùthaich.
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6 SUMMARY AND NEXT STEPS	5. GEÀRR-CHUNNTAS AGUS NA H-ATH-CHEUMANNAN AGAINN
Scotland has changed and so must its fire and rescue service.	Tha Alba air atharrachadh agus mar sin feumaidh an t-seirbheis smàlaidh is teasairginn aice atharrachadh cuideachd.
We have analysed the changing community risk and we know that some of our stations and appliances could be better located. At the same time, many of our ageing buildings are also no longer fit for purpose and require urgent action to make them safer and more suitable.	Tha sinn air mion-sgrùdadh a dhèanamh air mar a tha an cunnart do choimhearsnachdan ag atharrachadh agus tha fios againn gum faodadh cuid de na stèiseanan agus na h-innealan againn a bhith suidhichte ann an àiteachan na b' fheàrr. Aig an aon àm, tha mòran de na togalaichean a tha againn a' fàs nas sine cuideachd agus chan eil iad iomchaidh airson an cuid obrach tuilleadh agus feumar gnìomh èiginneach a ghabhail gus an dèanamh nas sàbhailte agus nas freagarraiche.
Through our Strategic Service Review Programme (SSRP), we want to address those challenges and free up or redistribute our	Tron Phrògram Ath-sgrùdaidh Seirbheis Ro-innleachdail (SSRP) againn, tha sinn airson dèiligeadh ris na dùbhlain sin agus gus na

resources to invest in other areas such as training, innovation and prevention.	goireasan againn a shaoradh no ath-riarachadh gus tasgadh ann an raointean eile leithid trèanadh, ùr-ghnàthachadh agus ro-chasg.
To achieve this, we may need to consider changes to where our stations and appliances are based; and how and when we staff our resources.	Gus seo a choileanadh, is dòcha gum feum sinn beachdachadh air atharrachaidhean air far a bheil na stèiseanan agus na h-innealan againn stèidhichte; agus ciamar agus cuin a bhios sinn a' cleachdadh ar goireasan.
So we want to hear your views on what you want from your fire service now and in years to come.	Tha sinn airson do bheachdan a chluinntinn air na tha sibh ag iarraidh bhon t-seirbheis smàlaidh agaibh san latha an-diugh agus san àm ri teachd.
We are engaging with communities across Scotland to find out what people think of the potential changes we have outlined in this document and what the future role of the Service could be in communities.	Tha sinn a' conaltradh le coimhearsnachdan air feadh na h-Alba agus faighinn a-mach dè a tha daoine a' smaoinichadh mu na molaidhean airson atharrachaidhean a tha air am mìneachadh sa phàipear seo agus dè an t-àite a dh'fhaodadh a bhith aig an t-Seirbheis ann an coimhearsnachdan san àm ri teachd.
To share your views please complete our online survey. You can also fill out the questionnaire on page 21 and send it to: SFRS.PublicInvolvement@firescotland.gov.uk	Gus do bheachdan a thoirt dhuinn, lìon an suirbhìdh air-loidhne againn: Faodaidh tu cuideachd an ceisteachan air taobh-duilleig 21 a lìonadh agus a chur gu: SFRS.PublicInvolvement@firescotland.gov.uk
You can also return a copy of the questionnaire to: FREEPOST SFRS Communications, Scottish Fire and Rescue Service, Westburn Drive, Cambuslang, G72 7NA.	'S urrainn dhut lethbhreac den cheisteachan a chur gu: FREEPOST, SFRS Communications, Scottish Fire and Rescue Service, Westburn Drive, Camas Long/Cambuslang, G72 7NA
If you require this information in a different format, such as braille or audio, please email: SFRS.PublicInvolvement@firescotland.gov.uk	Ma tha am fiosrachadh seo a dhìth ort ann an cruth eile, leithid braille no cruth-claistinn, cuir post-d gu: SFRS.PublicInvolvement@firescotland.gov.uk

Once we have completed this exercise at the end of June 2024 we will review all the feedback we have received.	Aon uair 's gu bheil sinn air an eacarsaich seo a chrìochnachadh aig deireadh an Ògmhios 2024 nì sinn ath-sgrùdadh air an fhios air ais uile a fhuair sinn.
We will then use this feedback to help develop options for change before running a full public consultation exercise later this year.	An uair sin, cleachdaidh sinn na beachdan a fhuair sin gus cuideachadh le bhith a' cruthachadh roghainnean airson atharrachadh mus dèan sinn làn eacarsaich co-chomhairleachaidh poblach nas fhaide air adhart am-bliadhna.
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7 QUESTIONNAIRE	7. CEISTEACHAN
SHAPING OUR FUTURE SERVICE: YOUR SAY	A' CUMADH AR SEIRBHEIS SAN ÀM RI TEACHD: TOG DO GHUTH
1. About you	1. Mu do dheidhinn
How would you best describe yourself?	Dè a th' annad?
(Tick the one that best applies)	(Cuiribh strìochag ris an fhreagairt as iomchaidh)
SFRS staff – operational	Neach-obrach SFRS - obrachail
SFRS staff – support	Neach-obrach SFRS - taic
Member of the public	Bhall a' phobaill
Other emergency service	Seirbheisean èiginn eile
Business / commercial sector	Roinn gnìomhachais / choimeirsealta
Local authority	Ùghdarras ionadail
Elected member	Ball taghte
Other public organisation (e.g., NHS)	Buidhnean poblach eile (m.e, NHS)
Third sector / voluntary organisation	Buidheann san treas roinn/buidheann shaor-thoileach
Community group	Buidheann coimhearsnachd
Trade Union / Representative bodies	Aonadh Ciùird / Buidhnean riochdachaidh
Other:	Eile:
Please use this text box to give other description.	Cleachd am bogsa teacsa seo gus tuairisgeul eile a chur ann..

2. Our people	2. Na daoine againn
Section 2 of the 'Shaping Our Future Service: Your Say' document describes the variety of incidents within SFRS and the different responsibilities we have.	Tha earrann 2 den sgrìobhainn 'A' Cumadh ar Seirbheis san Àm ri Teachd: Tog do Ghuth' a' toirt cunntas air na diofar thachartasan taobh a-staigh SFRS agus na diofar dhleastanasan a th' againn.
To ensure the highest possible levels of community and firefighter safety, SFRS needs to have firefighter duty systems with the right staffing levels available to attend incidents at the time of day when there is most risk. Do you:	Gus dèanamh cinnteach gu bheil na h-ìrean as àirde de shàbhailteachd aig coimhearsnachdan agus aig smàladairean, feumaidh siostaman clàr-obrach luchd-smàlaidh a bhith aig SFRS leis na h-ìrean luchd-obrach ceart gus an urrainn dhaibh a dhol gu tachartasan aig na amannan den latha nuair a tha a' mhòr-chuid den chunnart ann. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta
Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.
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3. Service priorities	3. Prìomhachasan seirbheis
The 'Shaping Our Future Service: Your Say' document (Section 3) outlines the need for SFRS to change. From the list below, please select UP TO FOUR issues that you feel should be priorities for SFRS.	Tha an sgrìobhainn 'A' Cumadh ar Seirbheis san Àm ri Teachd: A' togail do Ghuth' (Earrann 3) a' mìneachadh mar a dh'fheumas SFRS atharrachadh. Bhon liosta gu h-ìosal, tagh SUAS RI CEITHIR ceistean a tha thu den bheachd a bu chòir a bhith nam prìomhachasan do SFRS.

Please RANK THESE IN ORDER with 1 being the most important.	CUIR IAD SEO ANN AN ÒRDUGH, le 1 mar an rud as cudromaiche.
Rank	Òrdugh
Issues	Ceistean
Crews should be based in areas where there is more risk and demand.	Bu chòir sgiobaidhean a bhith stèidhichte ann an sgìrean far a bheil barrachd cunnairt agus barrachd iarrtais ann.
SFRS should have the right resources (i.e. fire appliances) in the right place – based on analysis of risk.	Bu chòir na goireasan ceart (i.e innealan-smàlaidh) a bhith aig SFRS san àite cheart – stèidhichte air mion-sgrùdadh air cunnairt.
SFRS should work alongside communities to build resilience and better prepare for significant events, including flooding and wildfire.	Bu chòir SFRS obrachadh còmhla ri coimhearsnachdan gus cur ri ath-leumachd agus gus ullachadh nas fheàrr airson tachartasan cudromach, a' gabhail a-steach tuittean agus teintean mòra air a' bhlàr a-muigh.
Fire stations should have dignified changing facilities for firefighters.	Bu chòir goireasan èididh urramach a bhith aig stèiseanan smàlaidh do na smàladairean.
Reassurance that any changes won't make me or my family less safe.	Daingneachadh gum bi an teaghlach agam a cheart cho sàbhailte mas e is gun tèid atharrachaidhean a dhèanamh.
There should be a visible SFRS presence near where I live.	Bu chòir làthaireachd faicsinneach a bhith aig SFRS faisg air far a bheil mi a' fuireach.
SFRS should undertake prevention work to protect the most vulnerable in communities	Bu chòir do SFRS obair casg a dhèanamh gus an fheadhainn as so-leònte ann an coimhearsnachdan a dhìon
SFRS needs to demonstrate best value for public money.	Feumaidh SFRS an luach as fheàrr a dhèanamh de dh'airgead poblach.
SFRS should strive to reduce its carbon footprint wherever possible.	Bu chòir do SFRS oidhirp a dhèanamh gus an lorg carboin aca a lùghdachadh far an gabh sin dèanamh.
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4. Investing in change	4. A' tasgadh ann an atharrachadh

Section 4 of the 'Shaping Our Future Service: Your Say' document outlines the need for SFRS to make better use of our resources.	Tha earrann 4 den sgrìobhainn 'A' Cumadh ar Seirbheis san Àm ri Teachd: Tog do Ghuth' a' mìneachadh mar a dh'fheumas SFRS feum nas fheàrr a dhèanamh de na goireasan againn.
One way we can do this is to work in partnership with other public bodies (e.g., Police Scotland and others) to explore how we can provide better value for the public. Do you:	Is e aon dòigh air seo a dhèanamh a bhith ag obair ann an com-pàirteachas le buidhnean poblach eile (m.e, Poileas Alba agus feadhainn eile) gus coimhead air mar as urrainn dhuinn luach nas fheàrr a thoirt dhan phoball. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta
Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.
5. Our appliances	5. Na h-innealan againn Smàlaidh againn
Section 5.2 of the 'Shaping Our Future Service: Your Say' document (Changing Where Our Stations and Appliances Are Based) outlines why we need to review where our appliances are located. For communities to be safe, we need to have the right resources in the right place.	Tha earrann 5.2 den sgrìobhainn 'A' Cumadh ar Seirbheis san Àm ri Teachd: Tog do Ghuth' (Ag atharrachadh far a bheil na stèiseanan agus na smàladairean againn stèidhichte) a' mìneachadh carson a dh'fheumas sinn ath-sgrùdadh a dhèanamh air far a bheil na h-innealan againn suidhichte. Ma tha coimhearsnachdan gu bhith sàbhailte, feumaidh na goireasan ceart a bhith san àite cheart.
SFRS should have fire appliances located based on risk in local communities. Do you:	Bu chòir innealan smàlaidh aig SFRS a bhith stèidhichte ann an coimhearsnachdan ionadail a rèir ìrean cunnairt. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta

Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.
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6. Where we're located	6. Far a bheil sinn stèidhichte
Section 5.2 of the 'Shaping Our Future Service: Your Say' document (Changing Where Our Stations and Appliances Are Based) outlines why we need to review where our fire stations are located. To do this, we must consider how the communities we serve have changed and are continuing to change.	Tha Earrann 5.2 den sgrìobhainn 'A' Cumadh ar Seirbheis san Àm ri Teachd: Tog do Ghuth' (Ag atharrachadh Far a bheil na Stèiseanan agus na h-Innealan-smàlaidh againn Stèidhichte) a' mìneachadh carson a dh'fheumas sinn ath-sgrùdadh a dhèanamh air far a bheil na stèiseanan smàlaidh againn suidhichte. Gus seo a dhèanamh, feumaidh sinn beachdachadh air mar a tha na coimhearsnachdan a bhios sinn a' frithealadh air atharrachadh agus fhathast ag atharrachadh.
6a) SFRS should have fire stations located based on risk in local communities. Do you:	6a) Bu chòir innealan smàlaidh aig SFRS a bhith stèidhichte ann an coimhearsnachdan ionadail a rèir ìrean cunnairt. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta
Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.

6b) SFRS should consider sharing premises with partners (e.g., Scottish Ambulance Service, Police Scotland and local authorities) to provide a better service for our communities. Do you:	6b) Bu chòir do SFRS beachdachadh air togalaichean a cho-roinn le com-pàirtichean (m.e., Seirbheis Ambaileans na h-Alba, Poileas Alba agus ùghdarrasan ionadail) gus seirbheis nas fheàrr a thoirt do ar coimhearsnachdan. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta
Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.
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7. Our role in local communities	7. Ar ròl ann an coimhearsnachdan ionadail
Our Prevention and Protection work can help reduce the risk of fires and other potentially life-threatening situations. It can also help us better plan for events such as flooding and wildfires.	Is urrainn dhan obair Casg is Dìon cuideachadh le bhith a' lùghdachadh cunnart theintean agus suidheachaidhean eile a dh'fhaodadh a bhith na chunnart beatha. Dh'fhaodadh e cuideachd ar cuideachadh gus planadh nas fheàrr a dhèanamh airson tachartasan leithid tuiltean agus teintean mòra air a' bhlàr a-muigh.
7a) SFRS should work with community partners (e.g., local authorities, and others) to further reduce these risks. Do you:	7a) Bu chòir do SFRS obrachadh le com-pàirtichean coimhearsnachd (m.e., ùghdarrasan ionadail, agus eile) gus na cunnartan sin a lùghdachadh tuilleadh. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta

Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.
7b) SFRS should contribute towards Net Zero by, for example, reducing our own carbon emissions. Do you:	7b) Bu chòir do SFRS cur ri Cothromachadh-carboin le bhith, mar eisimpleir, a' lùghdachadh nan eimiseanan carboin againn. A bheil thu:
Agree strongly	Ag aontachadh gu mòr
Agree	Ag aontachadh
Neither agree nor disagree	Gun aonta no eas-aonta
Disagree	Ag eas-aontachadh
Disagree strongly	Ag eas-aontachadh gu mòr
Prefer not to answer	B' fheàrr leam gun a ràdh
Please use this text box to give us any additional thoughts on this.	Cleachd am bogsa seo gus beachd sam bith eile a th' agad air seo a thoirt dhuinn.
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8. Consulting with our communities	8. Conaltradh le Coimhearsnachdan
SFRS may wish to hold a future public consultation on some of the issues detailed below. Please tell us to what extent you think the public should be consulted on each issue.	Dh'fhaodte gum bi SFRS airson co-chomhairleachadh poblach a chumail san àm ri teachd air cuid de na cuspairean a tha air am mìneachadh gu h-ìosal. Innis dhuinn dè an ìre is gu bheil tha thu a' smaoinichadh a bu chòir co-chomhairle a chumail ris a' phoball air gach cùis.
Change Proposal	Moladh airson Atharrachadh

The public should be fully consulted	Bu chòir làn cho-chomhairle a chumail leis a' phoball
The public don't need to be consulted, but should be informed	Chan fheumar co-chomhairle a dhèanamh leis a' phoball, ach bu chòir fios a chumail riutha
The public don't need to be consulted	Chan fheumar co-chomhairle a dhèanamh leis a' phoball
Unsure	Chan eil mi cinnteach
Changes to firefighter role (e.g., to include emergency first aid responder)	Atharraichean ann an dreuchd an smàladair (m.e., a bhith a' gabhail a-steach a bhith na neach-freagairt ciad-chobhair èiginneach)
Modernisation / upgrade of a fire station(s)	Ag ath-nuadhachadh / ùrachadh stèisean(ean) smàlaidh
Closure of a fire station	A' dùnadh stèisean smàlaidh
Moving a fire station to a new location	A' gluasad stèisean smàlaidh gu àite ùr
Permanent removal or relocation of a fire appliance(s)	Inneal(ean)-smàlaidh a thoirt air falbh no a ghluasad gu maireannach
Changes to firefighter duty systems	Atharraichean air siostaman clàr-obrach smàladairean
Sharing locations with other partners (e.g., Police, Ambulance, local authorities.)	A' co-roinn àiteachan le com-pàirtichean eile (m.e, Poileas, Carbadan-eiridinn, ùghdarrasan ionadail.)
Building a new fire station	A' togail stèisean smàlaidh ùr
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9. Any other comments	9. Beachd sam bith eile
Please give us any other comments that SFRS should take into account when considering the future of the Service.	Thoir dhuinn beachdan sam bith eile air am bu chòir SFRS aire a thoirt nuair a thathar a' beachdachadh air an t-seirbheis san àm ri teachd.
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10. Equality monitoring	10. Sgrùdadh co-ionannachd
Why are we asking for equality information?	Carson a tha sinn ag iarraidh fios co-ionannachd?

We collect equality information to help us plan and deliver services as part of our Equality Duties (Equality Act 2010). The information you provide:	Bidh sinn a' cruinneachadh fiosrachadh co-ionannachd gus ar cuideachadh le bhith a' dealbhadh agus a' libhrigeadh sheirbheisean mar phàirt de ar Dleastanasan Co-ionannachd (Achd na Co-ionannachd 2010). Bidh am fiosrachadh a bheir thu seachad:
helps us assess and improve our performance;	gar cuideachadh gus ar coileanadh a mheasadh agus a leasachadh;
helps us to identify and address the needs of our employees and the communities of Scotland	gar cuideachadh gus feumalachdan ar luchd-obrach agus coimhearsnachdan na h-Alba a chomharrachadh agus aghaidh a chur orra
ensures we are interacting in a balanced way with people with protected characteristics as defined by the Equality Act (2010).	a' dèanamh cinnteach gu bheil sinn ag eadar-obrachadh ann an dòigh chothromach le daoine le feartan dìonta mar a tha mìnichte ann an Achd na Co-ionannachd (2010).
Do you need to answer every question?	Am feumar a h-uile ceist a fhreagairt?
No. The information you provide is voluntary and anonymous, but by answering as many questions as possible, it will give us a better understanding of who we are engaging with and what we need to do to continue to be as inclusive as possible.	Chan fheumar. Tha am fiosrachadh a bheir thu seachad saor-thoileach agus gun urra, ach le bhith a' freagairt na h-uimhir 's a ghabhas de cheistean, bheir e tuigse nas fheàrr dhuinn air cò leis a tha sinn a' conaltradh agus dè a dh'fheumas sinn dèanamh gus cumail oirnn a bhith cho in-ghabhalach 's a ghabhas.
Data Protection and Privacy Notice	Sanas Dìon Dàta is Prìobhaideachd
Scottish Fire and Rescue Service (SFRS) is committed to protecting your personal information. The processing of personal data is covered by the General Data Protection Regulation 2018 and Data Protection Act 2018.	Tha e na rùn aig Seirbheis Smàlaidh is Teasairginn na h-Alba (SFRS) do chuid fiosrachaidh pearsanta a dhìon. Tha làimhseachadh dàta pearsanta air a chòmhdach le Riaghailt Dìon Dàta Coitcheann 2018 agus Achd Dìon Dàta 2018.

Further information on how SFRS will process this data can be found at www.firescotland.gov.uk/publications/document/?id=7586	Gheibhear barrachd fiosrachaidh air mar a làimhsicheas SFRS an dàta seo aig www.firescotland.gov.uk/publications/document/?id=7586
Your Age	D' aois
• Under 16	Fo 16
• 16-25	• 16-25
• 26-40	• 26-40
• 41-55	• 41-55
• 56-70	• 56-70
• Over 70	• Nas sine na 70
• Prefer not to say	• B' fheàrr leam gun a ràdh
Your Sex	Do ghnè
Male	Fireann
Female	Boireann
Prefer not to say	B' fheàrr leam gun a ràdh
Do you consider yourself to be trans, or have a trans history? (e.g., non-binary, trans man, trans woman)	A bheil thu tar-ghnèitheach no a bheil eachdraidh thar-ghnèitheach agad? (mar eisimpleir, neo-bhinearaidh, fear tar-ghnèitheach, boireannach tàr-ghnèitheach).
Yes	Tha
No	Chan eil
Prefer not to say	B' fheàrr leam gun a ràdh
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Your Sexual Orientation	Do Thaobhadh Feise (<i>Sexual Orientation</i>)
Heterosexual / Straight	Heterosexual / Dìreach
Gay / Lesbian	Gèidh / Leasbach
Bi	Dà-sheòrsach

Prefer not to say	B' fheàrr leam gun a ràdh
If you prefer to use another term, please provide this:	Nam b' fheàrr leat facal eile a chleachdadh, sgrìobh an seo e:
Disability – Do you consider yourself to have a disability?	Ciorram - An canadh tu gu bheil ciorram ort?
Yes	Chanadh
No	Cha chanadh
Prefer not to say	B' fheàrr leam gun a ràdh
Care Experienced – Do you have experience of having been in care?	Cùram - a bheil thu no an robh thu ann an cùram?
Yes	Tha
No	Chan eil
Prefer not to say	B' fheàrr leam gun a ràdh
Ethnicity – What is your ethnic group?	Cinneadh - dè an cinneadh a th' agad?
Scottish	Albannach
Other British	Breatannach eile
Irish	Èireannach
Gypsy / traveller	Siopsach / Neach-siubhail
Polish	Pòlainneach
Roma	Ròma
Other white ethnic group	Cinneadh geal sam bith eile
Pakistani / Scottish Pakistani / British Pakistani	Pagastànach / Pagastànach Albannach / Pagastànach Breatannach
Indian / Scottish Indian / British Indian	Innseanach / Innseanach Albannach / Innseanach Breatannach
Chinese / Scottish Chinese / British Chinese	Sìneach/ Sìneach Albannach / Sìneach Breatannach
Black or Caribbean / Scottish Black or Caribbean / British Black or Caribbean	Dubh no Caribbeanach / Dubh no Carribeanach Albannach / Dubh no Carribeanach Breatannach
Arab / Scottish Arab / British Arab	Arabach / Arabach Albannach / Arabach Breatannach
African / Scottish African / British African	Afraganach / Afraganach Albannach / Afraganach Breatannach
Religion / Faith	Feallsanachd / Creideamh

Church of Scotland	Eaglais na h-Alba
Roman Catholic	Caitligeach
Other Christian	Crìosdaidh eile
Jewish	Iùdhach
Muslim	Muslimach
Sikh	Sikh
Hindu	Hindeach
Buddhist	Budach
Other	Eile
None	Gun chreideamh sam bith
Prefer not to say	B' fheàrr leam gun a ràdh
Postcode	Còd-puist
In the box below, please give only the first part of your postcode (e.g., KY12):	Thoir dhuinn dìreach a' chiad phàirt den chòd-puist agad sa bhogsa gu h-ìosal (m.e, KY12):
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firescotland.gov.uk	firescotland.gov.uk
SHAPING OUR FUTURE SERVICE: YOUR SAY – Information Pack	A' CUMADH AR SEIRBHEIS SAN ÀM RI TEACHD: TOG DO GHUTH - Pasgan Fiosrachaidh
Version 1.0 April 2024	Tionndadh 1.0.An Giblean 2024