



SCOTTISH FIRE AND RESCUE SERVICE

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# THREE-YEAR DELIVERY PLAN 2025-28



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

# CONTENTS

CHIEF OFFICER'S FOREWORD .....	1
SCOTLAND'S LONG-TERM PRIORITIES .....	2
WHAT IS THE THREE-YEAR DELIVERY PLAN .....	3
THREE-YEAR PLAN ACTIVITY .....	4
Enhancing Prevention .....	4
Public Service Reform .....	4
Firefighter Safety, Technology and Training .....	6
Leadership and Culture .....	6
Strategic Service Review Programme .....	7
Digital, Data and Technology Capabilities .....	9
BUSINESS AS USUAL ACTIVITY .....	10
MEASURING OUR PERFORMANCE .....	10
SFRS STRATEGY DELIVERABLES .....	11

# CHIEF OFFICER'S FOREWORD

**I am pleased to present the SFRS Three Year Delivery Plan. A document that clearly sets out our priorities for the next three years and explains how we will meet them to deliver the SFRS Strategy 2025-28.**

I have an ambitious vision for the Scottish Fire and Rescue Service (SFRS). One which would see us deliver a sustainable, modern and technological advanced Fire and Rescue Service that is fit to meet the challenges of Scotland's future.

As Chief Officer, I have six immediate priorities which are reflected throughout the SFRS Strategy and clearly outlined throughout this delivery plan:

- Enhancing Prevention
- Public Sector Reform
- Firefighter Safety, Technology and Training
- Leadership and Culture
- Strategic Service Review Programme
- Digital, data and technology capabilities

I want the Service to be a leader for Public Sector Reform, recognising our role in a whole system approach to addressing Scotland's challenges. One that continually evolves to be better; and builds on the prevention, preparedness and response progress that we have already made by continuing to develop our people, equipment, facilities and intervention services.

I believe we have the potential to do more for the people of Scotland, responding to a broader range of life critical incidents and in further developing our prevention activity. I want us to realise that potential. This means continuing to invest and evolve, whilst delivering the best value for money we can.

I will prioritise the safety of our people, with a clear focus on training, professional standards, competence and continuous improvement. Our ability to pursue innovation, embracing new technologies and working practices will be key to our success.

As we evolve, the development of all our staff groups is critical. I will place a clear emphasis on leadership development, inclusion and talent development. I am committed to ensuring that we continue to build a positive culture in our Service that is welcoming and equitable for all. I want us to be an employer of choice for everyone. One that supports our people to always feel physically and mentally safe; and to work in a supportive environment that celebrates our differences and recognises the benefits those unique life experiences can bring to the whole.

There are changes we must make to ensure that our Service is fit for the challenges of Scotland's future. This will allow us to invest in areas such as training and prevention; while also addressing the issues we face across our ageing estate. Our Strategic Service Review Programme, which will look at how we deliver our services will be priority over the next three years and beyond.

Sustained investment in our systems will be critical in supporting change in how we work. I am committed to making better use of our digital, data and technology capabilities to drive efficiency and improve performance.

While we recognise the importance of change, we also need to maintain a strong and capable organisation to manage the risks of today as we evolve to meet the new risks of tomorrow.

The SFRS Strategy 2025-28 provides a clear vision of how we want to achieve both; and shows where we want to be in three years. This Three-Year Delivery Plan goes one step further and provides information on how we will deliver that vision.

This document is Year 1 of a rolling Three-Year Delivery Plan.

# SCOTLAND'S LONG-TERM PRIORITIES

The Scottish Government's Fire and Rescue Framework for Scotland 2022 sets out our operating context, outlining seven strategic priorities which represent the high-level ambition of what is required from a modern, skilled and dynamic fire and rescue service.

Our purpose, as defined by Scottish Ministers, is:

**"To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland."**

To help us to achieve our purpose and the priorities in the Fire and Rescue Framework for Scotland 2022, our SFRS Strategy outlines five Strategic Objectives which will drive our performance for the three-year period it covers.

Each objective holds equal value in driving our Strategy forward. As a collective, they define our overall direction and will be central to how we plan our activities and our budget over the next three years.

Each objective is supported by an outcome, a description of what good looks like, and a list of deliverables that will help us achieve our goals.



# WHAT IS THE THREE-YEAR DELIVERY PLAN

The Three Year-Delivery Plan outlines our key commitments over the three-year period, and the actions that have been agreed by the Strategic Leadership Team as a priority over that period.

It is a rolling document that outlines the collective priorities and key actions we aim to conduct over a three-year period to deliver against the five Objectives outlined in the SFRS Strategy 2025-28.

Our delivery plan provides us with flexibility, allowing us to adapt our plans should unforeseen challenges arise. Any additions or changes are subject to a change analysis process and must be approved by the Board. This ensures that the actions contained within it remain the top priorities for the Service.

From a corporate perspective, delivery of the SFRS Three Year Delivery Plan is supported by **Directorate Plans**. These go into further detail of the Directorate level work that will be carried out throughout the year. These Plans are scrutinised by Directorate Management Teams; and form the basis of the work that is undertaken by individual teams through **Functional/Team Plans**.

From an operational perspective, delivery of the SFRS Strategy and Three-Year Delivery Plan is supported by **Local Fire and Rescue Plans**. These plans are community focused and detail how national priorities will be delivered with local risk and need at the forefront. These plans also align to Local Outcome Improvement Plans – a strategic document developed by Community Planning Partnerships to outline key priorities and how they will work with local communities to improve outcomes for individuals, families, and communities. Progress against Local Fire and Rescue Plans is scrutinised by Local Management Teams and Local Authority Scrutiny Committees. Local Fire and Rescue Plans are supported by **Community Fire Station Plans**, showing how each station in that local authority area will contribute to the delivery of the Local Fire and Rescue Plan and ultimately help deliver this Strategy. This diagram shows how our planning process provides clear guidance at every level of the Service.



# THREE-YEAR PLAN ACTIVITY

## Enhancing Prevention

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable*
SC1	By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.  <b>Prevention Directorate</b>	Yes	Yes	Yes	<b>1.1:</b> Working with North Ayrshire, South Lanarkshire and Aberdeen City Local Senior Officer (LSO) areas, involved in the national Collaboration for Health Equity in Scotland (CHES) pilot, we will explore and develop Prevention initiatives that deliver community safety benefits in these areas.	1.1 1.6 4.4
					<b>1.2:</b> Working with Scottish Government, National Fire Chiefs Council and partners we will proactively influence fire safety legislation to improve community safety outcomes.	1.2 1.3
					<b>1.3:</b> Engaging with partners and academic institutions we will develop our evaluation abilities to support further data and risk led Prevention initiatives.	1.3

## Public Service Reform

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable
SC2	By working with partners, we will seek to develop initiatives that diversify SFRS activities, streamlining public service delivery and supporting joined up services.  <b>Prevention Directorate / Service-wide</b>	Yes	Yes	Yes	<b>2.1:</b> Review the Scottish Government Public Service Reform Strategy, due for publication in June 2025, and identify SFRS priority action areas.	5.1 4.4

\* SFRS Strategy Deliverables list on [page 11](#).



## Firefighter Safety, Technology and Training

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable
SC3	By enhancing our Organisational Learning and Assurance processes, we will cultivate a culture of continuous improvement, mitigate risks proactively, and ensure consistent delivery of learning outcomes with a focus on firefighter safety.  <b>Training, Safety and Assurance</b>	Yes	No	No	<b>3.1:</b> Develop and introduce a revised structure to support the principles of Training Assurance, enhancing the current provision through closer functional operating principles.	2.1 2.6
					<b>3.2:</b> Embed learning and assurance responsibilities into key roles.	2.1 2.6
SC4	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.  <b>Service-wide</b>	Yes	Yes	Yes	<b>4.1:</b> Launch the SFRS Research, Development and Innovation (RDI) Strategy and identify appropriate structures and governance to support our renewed approach to RDI.	4.1 5.2
					<b>4.2:</b> Seek approval for commencement of CivTech Project pre-commercial agreement phase.	2.5 3.1 4.1
					<b>4.3:</b> Commence CivTech projects precommercial phase development.	5.2 5.4
SC5	By implementing improvements to our On Call processes we will provide a more flexible and effective On Call resource.  <b>Operations Delivery</b>	Yes	Yes	Yes	<b>5.1:</b> Deliver key On Call Year 1 Improvement Programme recommendations.	2.3 3.7

## Leadership and Culture

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable
SC6	By developing a People Strategy we will identify key people activities to build the capability of our leaders to create the conditions in which our people can thrive, leading to improved performance and employee experience.  <b>People Directorate</b>	Yes	Yes	Yes	<b>6.1:</b> Develop and publish a SFRS People Strategy.	3.3 3.4 3.5 3.6 3.7 3.8 3.9
					<b>6.2:</b> Develop and design a Culture & Leadership Vision and Strategy, identify key priorities and develop and implement a revised Culture Action Plan	
					<b>6.3:</b> Design and commence delivery of the leadership and management development framework.	
					<b>6.4:</b> Review the SFRS values to ensure alignment to the SFRS Strategy and Culture & Leadership revised approach.	
SC7	By reviewing our Health & Wellbeing approach, we will nurture a safety culture that reflects best practice, ensures compliance and improves the mental and physical wellbeing of our people.  <b>Training, Safety &amp; Assurance Directorate</b>	Yes	Yes	Yes	<b>7.1:</b> Deliver our Health and Wellbeing Action Plan.	3.1 3.2
					<b>7.2:</b> Review our Health and Wellbeing approach and model.	
SC8	By reviewing our approach to attraction, selection and retention our workforce will increasingly reflect the communities we serve and improve the candidate experience.  <b>People Directorate</b>	Yes	Yes	Yes	<b>8.1:</b> Develop, agree and implement enhanced approaches to recruitment and succession planning, including positive action activities to improve diversity.	3.3 3.7 3.8
					<b>8.2:</b> Commence review of the SFRS Pay and Reward Framework to enable us to attract and keep the talent we need leading to improved talent acquisition and employee engagement and out people feeling valued and supported.	



## Strategic Service Review Programme

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable
SC9	By reviewing our current Service Delivery processes and response models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and increasing organisational capacity.  <b>Service Delivery Review / Operations Delivery</b>	Yes	Yes	Yes	<b>9.1:</b> Develop change options that optimise Matching Operational Resource to Risk and Demand (MORRD) ambition.	2.2 4.3
					<b>9.2:</b> Complete a Service Delivery Review Public Consultation process and finalise options for change by end of December 2025.	2.2 4.3 4.4
					<b>9.3:</b> Prepare for and commence Alternative Duty Systems and/or Crewing Models.	2.3 2.4
					<b>9.4:</b> Introduce a future model for specialist operational response capabilities that align with the National Fire Resilience programme.	2.2 2.3 2.4 4.3
SC10	By reviewing our Corporate Service functions, we will develop and deliver high quality, user focussed corporate services where our people are empowered to achieve optimal performance and continuous improvement.  <b>Corporate Service Review</b>	Yes	Yes	Yes	<b>10.1:</b> Develop the Corporate Services Review (CSR) programme and commence the planning and implementation of the programme to deliver tangible benefits to SFRS.	5.7 5.6 4.1
					<b>10.2:</b> Review our corporate business systems and structures to enable the design and delivery of user focused corporate services.	4.1 5.6 5.7

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable
SC11	<p>By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.</p> <p><b>Enabling Infrastructure / Finance and Contractual Services</b></p>	Yes	Yes	Yes	<b>11.1:</b> Develop the Enabling Infrastructure programme and commence the planning and implementation to deliver tangible benefits to SFRS.	2.5 5.3 5.4 5.6 5.7
					<b>11.2</b> Implement and integrate the new Command and Control System.	2.5 5.6
					<b>11.3:</b> Develop and secure business case approval to commence work to renew the Self-Contained Breathing Apparatus (SCBA) equipment.	2.5 3.1 5.5
					<b>11.4:</b> Deliver a suite of systems to solutionise our rostering, availability and payroll functionality.	2.5 4.3
					<b>11.5:</b> Replacement of in-vehicle devices and implementation of new Operational Intelligence (OI) system.	2.5 5.5
					<b>11.6:</b> Transition SFRS from Airwave to the Emergency Services Network (ESN) part of Emergency Services Mobile Communication Programme.	2.5 5.5

## Digital, Data and Technology Capabilities

Ref	Service Commitment	Yr 1	Yr 2	Yr 3	Year 1 Actions	Strategy Deliverable
SC12	By embedding data, digital tools and technology at the core of SFRS, we will enable more efficient, effective and agile decision-making to better serve the communities of Scotland.  <b>Finance and Contractual Services/ Strategic Planning, Performance &amp; Communications</b>	Yes	Yes	Yes	<b>12.1:</b> Agree the Digital, Data and Technology (DDaT) Strategy.	4.2 4.3 5.6 5.7
					<b>12.2:</b> Commence implementation of the Digital, Data and Technology (DDaT) Strategy.	
					<b>12.3:</b> Develop an associated Action Plan.	
SC13	By reviewing, updating, and embedding a comprehensive Cyber Incident Response Plan across the Service, and fostering cross-functional collaboration, we will enhance SFRS's ability to respond swiftly and effectively to cyber incidents. This will minimise operational disruption, protect critical infrastructure, and maintain public trust in our ability to serve and protect.  <b>Finance and Contractual Services</b>	Yes	Yes	Yes	<b>13.1:</b> Review the current Cyber Incident Response Plan, identify areas for improvement, and develop an updated plan that aligns with organisational needs and reflects realistic cross-functional responsibilities.	4.2

## BUSINESS AS USUAL ACTIVITY

Every day, our front-line services are ready to respond to emergencies. This requires the right people, with the right skills, in the right place at the right time – fully trained, equipped, and informed.

Equally, we are committed to preventing emergencies. Across Scotland, we work with communities, organisations, and individuals to deliver targeted safety messages and services.

Our support functions are vital to maintaining operations. They manage our ICT, property, fleet, and equipment, and ensure financial processes are efficient, accurate, and transparent.

We operate responsibly, ethically, and legally, with a strong focus on openness. Our risk and performance management ensures leaders have the information they need, and we share key data with staff and the public.

Our people are at the heart of SFRS. We support them through robust policies, wellbeing initiatives, and development opportunities – ensuring they feel safe, valued, and motivated.

The Three-Year Plan complements the many business as usual (BAU) activities that are vital to the Service and take place daily across every part of SFRS. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services.

These actions are managed in conjunction with our Three-Year Plan actions and change projects by Directorates themselves. Directors and their teams carefully plan these actions to ensure that the resources and finances required to deliver the activity is available. They also liaise with other Directorates and Teams when interdependencies are identified, ensuring that the work is programmed into each Directorate's planning process.

To assist in the planning of BAU, work is underway to provide a more standardised format of how these activities can be displayed. This work will assist in ensuring that activities are aligned to our objectives; interdependencies are highlighted; and that work is carefully managed via activity that easily allows Directors and their Management Teams to review progress.

## MEASURING OUR PERFORMANCE

The Three-Year Delivery Plan is developed in collaboration with each of our Directorates to ensure that the key strategic and change activities contained within it are aligned to the Outcomes and Objectives of the Strategic Plan which were developed to help us deliver more for Scotland.

Our progress against the Plan is monitored quarterly with updates being reported to our Corporate Board, Strategic Leadership Team, and the Board of the SFRS.

Our Strategic Leadership Team also regularly scrutinise the content of the Delivery Plan against our operating landscape to ensure that the Service remains focused on our priorities and that the actions contained within the Plan remain valid.

Those actions which are managed as formal change through the Portfolio Programme are also monitored quarterly via the Change and Portfolio Investment Group and Strategic Planning and Change Committee. Decision making will be supported by a new Design and Assurance Forum responsible for assuring solution design, architectural fit and deliverability of initiatives.

Quarterly progress reports from the SFRS Board and Strategic Planning and Change Committee are available on the SFRS website.

# SFRS STRATEGY DELIVERABLES

## **Safer Communities through Prevention**

- 1.1** Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see.
- 1.2** We will contribute expert insights to help shape the development of national policy areas, specifically those that include resilience, fire safety and prevention.
- 1.3** Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm.
- 1.4** 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.
- 1.5** Our increased preparedness will enable us to support communities to be better prepared to meet the challenges of major incidents and support ongoing community safety.
- 1.6** 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**

- 2.1** Firefighters will receive high-quality training in line with our Training Strategy 2023-28, to maintain and develop their competencies.
- 2.2** Our workforce, technology, stations and vehicles will be strategically located to respond to community risk and need.
- 2.3** New and different ways of working will be explored to maximise effective and productive worktime.
- 2.4** New operating delivery models to maximise organisational effectiveness will be examined.

- 2.5** New systems and technologies to enable more effective and productive incident response capabilities will be introduced.

- 2.6** Organisational learning from operational incidents, training events and event investigations will influence future practice, enhance performance and improve firefighter safety.

## **Investing in our People**

- 3.1** We will put health, safety and wellbeing at the forefront across the Service.
- 3.2** The mental wellbeing of our people will be protected, supported and improved.
- 3.3** A culture that values and promotes inclusion, fairness, equality, respect and drives professional standards will continue to be embedded.
- 3.4** Service Values will be reviewed so that they are reflective of a modern fire and rescue service and its people.
- 3.5** Opportunities for our people to develop their skills and careers will be available.
- 3.6** Our people will receive the leadership and management skills they need to match their role and enhance professional standards
- 3.7** New ways of working will be used to help attract, retain and further support our On Call workforce.
- 3.8** We will increasingly employ individuals from a wide range of perspectives, communities, life experiences, characteristics, and heritage, helping our workforce to better reflect the population of Scotland.
- 3.9** Strong and effective relationships will be maintained with our recognised Representative Bodies.

## **Improving Performance**

- 4.1** Innovative ways of working will be introduced to increase levels of productivity and performance, whilst providing value for money to the public.
- 4.2** Organisational risk, security and resilience will be effectively managed to maintain business continuity during impactful events such as cyber security attacks.
- 4.3** Improved use of data and business intelligence will support decision making, manage activities, and enable us to work more productively.
- 4.4** New and innovative ways of engaging with communities will be introduced to inform and support our decision making.

## **Innovation and Investment**

- 5.1** A diversified role within communities that increases our prevention and emergency response activities will be considered.
- 5.2** By building an approach that supports the research and development of innovative technology and working practices to improve public and firefighter safety.
- 5.3** Buildings that provide safe and appropriate facilities that reflect the needs of a modern workforce.
- 5.4** By identifying and reducing the risk of firefighter exposure to contaminants.
- 5.5** Vehicles and equipment will continue to be modernised to support the safety and wellbeing of our people.
- 5.6** Investment in digital, data and technology capabilities will support change in how we work.
- 5.7** More efficient and effective corporate business processes







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