



SCOTTISH FIRE AND RESCUE SERVICE

THREE-YEAR DELIVERY PLAN 2025-28

(YEAR 2: 2026-27)



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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1. CHIEF OFFICER'S FOREWORD

I am pleased to present Year 2 of the Scottish Fire and Rescue Service (SFRS) Three Year Delivery Plan, which sets out our priorities for the next two years and how we will deliver the SFRS Strategy 2025–28.

The priorities and actions contained within this Plan have been approved by the SFRS Board and represent the organisation's agreed programme of strategic delivery and improvement for the period ahead.

This year's Plan has been shaped by a significantly constrained financial outlook. While the Service received additional funding for 2026/27, this has been insufficient to fully offset unavoidable baseline cost pressures. As a result, difficult decisions have been required to defer or remove planned investment, and a residual in year funding gap will need to be carefully managed.

In this context, we have focused on the actions that are critical to safe and legal service delivery, statutory compliance, and frontline resilience. The Three Year Delivery Plan has therefore been reprioritised to ensure that our limited resources are directed to the areas of greatest operational and strategic importance. For 2026/27, the actions in the Three-Year Delivery Plan constitute the Service's primary commitments and are prioritised above all other workstreams.

At the same time, our long term ambition for the SFRS remains unchanged. We continue to work towards a sustainable, modern, and technologically advanced Fire and Rescue Service, capable of meeting the challenges of Scotland's future. Financial constraint will influence the pace at which we progress, but it

does not alter the direction of travel set out in the SFRS Strategy 2025–28.

As Chief Officer, I have six immediate priorities within that Strategy: Firefighter Safety, Technology and Training; Leadership and Culture; the Strategic Service Review Programme; Digital, Data and Technology Capabilities; Enhanced Prevention; and Public Sector Reform.

During 2026/27, the Three-Year Delivery Plan will focus on four of these priorities bringing together those areas of activity where planned actions require coordinated governance, structured oversight and formal reporting to support delivery of the Strategy, as set out below.

- Firefighter Safety, Technology and Training
- Leadership and Culture
- Strategic Service Review Programme
- Digital, Data and Technology Capabilities

Enhanced Prevention and Public Sector Reform will continue to be delivered as core statutory and operational activity, embedded across the Service's day to day work and fundamental to how SFRS protects communities and meets its legal duties.

I will continue to prioritise the safety of our people through a strong focus on training, professional standards, competence, and

continuous improvement. Innovation and the adoption of new technologies will be central to our ability to modernise and improve how we deliver for our communities.

As we evolve, the development of all our staff groups remains critical. I will continue to emphasise leadership development, inclusion, and talent development, ensuring we build a positive culture where everyone feels safe, supported, and able to thrive.

We must make changes to ensure our Service is fit for Scotland's future, enabling investment in training and prevention, while addressing the challenges presented by our ageing estate. The Strategic Service Review Programme will remain a key priority over the next two years and beyond.

Sustained investment in our systems will also be essential. We will continue to strengthen our digital, data and technology capabilities to support efficient, modern ways of working.

While we recognise the importance of change, we must also maintain a strong and capable organisation to manage the risks of today as we prepare for the risks of tomorrow. The SFRS Strategy 2025–28 provides a clear vision of where we want to be by 2028, and this Three Year Delivery Plan sets out how we will deliver that vision under the financial realities we face.

This document is Year 2 of a rolling Three-Year Delivery Plan.

Stuart Stevens
SFRS Chief Officer



2. YEAR 1 PROGRESS

During Year 1 (2025/26), the Service delivered strong overall performance against the Three-Year Delivery Plan, successfully completing 31 of the 35 actions originally approved by the SFRS Board. This level of delivery was achieved during a period of significant financial pressure, competing operational demands and substantial organisational change activity.

The actions completed during Year 1 have strengthened firefighter safety, advanced workforce and cultural development, established critical digital and cyber foundations, and progressed major transformation programmes. Importantly, many of these actions provide enabling capability that will support delivery of future years of the Strategy and help position SFRS for longer-term sustainability and reform.

While four actions experienced slippage, these largely reflected the scale, complexity and interdependencies associated with major transformational programmes rather than a lack of progress. Appropriate governance arrangements remain in place to oversee completion of these residual actions during Year 2.

Firefighter Safety, Technology and Training

Year 1 delivery resulted in strong progress in enhancing firefighter safety, assurance, and organisational learning. Key developments included:

- Completion of the Training, Safety and Assurance restructure, strengthening governance and oversight
- Delivery of the Research, Development and Innovation Strategy and CivTech initiatives,

embedding innovation to support service improvement

- Continued advancement of On-Call improvement activity, supporting more flexible and effective operational resourcing.

Overall, this activity has strengthened assurance and innovation capability, contributing to improved operational effectiveness. While most core actions within this priority were completed, a small number of supporting milestones were delayed or scaled back.

Elements of the On-Call Improvement Programme remain ongoing. Although key milestones, including trials and initial implementation of revised processes, were achieved, full delivery will extend into 2026/27, reflecting the complexity and scale of the programme. These delays were limited in scope, with the majority of activity progressing as planned.

Collectively, these improvements have strengthened the Service's ability to learn from operational experience, invest in innovation, enhance training and assurance arrangements, and improve firefighter safety outcomes. This progress provides a stronger platform for operational effectiveness and resilience in future years.

Leadership and Culture

Year 1 activity focused on establishing the foundations for long-term culture and workforce transformation, with progress across several priority areas:

- Delivery of the SFRS Leadership and Culture Strategy, setting a clear direction for organisational development
- Development of the SFRS People Strategy and Leadership and Management Framework, providing a foundation for strengthening leadership capability
- Completion of the Health and Wellbeing Action Plan, alongside initial implementation of a revised wellbeing model
- Advancement of recruitment, diversity, and workforce representation activity, supported by completion of the Pay and Reward Framework Review.

Collectively, this work has established a clearer strategic direction for leadership and culture, while delivering key enabling activity such as wellbeing planning and reward reform.

However, several areas remain in development, reflecting the time required to embed organisational change. The Leadership and Management Framework, Health and Wellbeing Model, and recruitment and diversity activity are ongoing, while the SFRS Values review remains at an early stage.

While several actions will continue into Year 2, this reflects the long-term nature of organisational and cultural transformation rather than delivery failure. Year 1 successfully established many of the strategic foundations

required to support future improvements in leadership capability, workforce wellbeing, inclusion, and organisational culture. These initiatives are expected to deliver increasing benefits as implementation and embedding activity progresses.

Digital, Data and Technology Capabilities

Good progress has been made in establishing the foundations for enhanced digital capability, including:

- Approved the SFRS Digital, Data and Technology (DDaT) Strategy and Action Plan, providing a clear roadmap for transformation
- Implementation activity to support improved data use and decision-making capability
- Advancement of cyber security improvements, strengthening organisational resilience and business continuity.

Collectively, this activity has set a clear strategic direction for digital, data, and technology, while progressing key improvements to data capability and cyber resilience. A number of areas will continue into Year 2 delivery.

While overall progress in 2025/26 was positive, some actions were not fully complete by year-end. This reflects delays in embedding data governance arrangements, operating models, and elements of the technology roadmap, as well as slippage in finalising and implementing the updated Cyber Incident Response Plan.

Although some delivery timelines extended beyond the original target date, the year saw significant progress in establishing the governance, strategy, and cyber resilience foundations necessary for successful digital transformation. These investments provide the basis for improved decision-making, stronger organisational resilience, and more efficient service delivery in future years. The remaining activity reflects the scale and complexity of organisational change required to embed new digital capabilities across a national service.

Strategic Service Review Programme

The Strategic Service Review Programme has been a central focus of Year 1, with significant progress across both operational and corporate transformation activity, including:

- Progression of core Service Delivery Review components to near or full completion, including MORRD, alternative delivery models, and consultation activity
- Delivery of Corporate Services Review activity, including approval of the outline business case for a corporate business solution, development of Service Management Framework and Service Catalogue, and a restructure of the Corporate Services Directorate
- Implementation of elements of the Enabling Infrastructure Programme, with key systems such as payroll and availability solutions now transitioned into core activity.

Notwithstanding this progress, a number of complex programmes were reported as slipping reflecting delivery challenges and revised timelines:

- Rostering Project, impacted by system complexity and supplier performance
- In-Vehicle Systems and the Emergency Services Mobile Communications Programme, affected by technical and external dependencies
- Specialist Appliance Review, with final stages delayed pending governance approval.

Mitigations are in place across these programmes, including revised delivery schedules, additional resources, and enhanced supplier engagement.

Collectively, these programmes represent some of the most significant transformational activity undertaken by the Service in recent years. Progress achieved during Year 1 has advanced the evidence base for future reform and created stronger foundations for delivering financially sustainable services while maintaining operational effectiveness.

Year 1 demonstrated that the Service can continue to deliver significant improvement and transformation activity whilst maintaining core statutory and operational services. Achieving completion of 31 out of 35 Board-approved actions during a period of financial constraint, rising cost pressures and operational demand represents good performance. The progress achieved during Year 1 provides confidence that the Service remains on track to deliver the ambitions set out within the SFRS Strategy 2025–28, while recognising that future delivery will continue to require careful prioritisation of resources and organisational capacity.

3. BUDGETARY CONTEXT AND FINANCIAL CHALLENGES

The 2026/27 financial year, which represents Year 2 of the SFRS Strategy and Three Year Delivery Plan, is being delivered in a highly constrained financial context.

While the Scottish Government settlement provides a total resource allocation of £436M, including an £18M uplift, this represents only a partial response to the Service's assessed uplift funding requirement of £36.6M. The uplift has largely been absorbed by unavoidable baseline pressures, including pay, inflation and statutory requirements, and the Spending Review outlook beyond 2026/27 is flat cash, significantly limiting financial flexibility in Years 3 and beyond.

The strong level of delivery achieved during Year 1 demonstrates the Service's ability to prioritise resources effectively and continue delivering strategic improvement in a challenging financial environment. However, maintaining this level of performance will require increasingly difficult choices as financial flexibility continues to reduce.

To align plans with available funding, the Service's Strategic Leadership Team undertook a robust prioritisation exercise during the 2026/27 budget setting process. This resulted in the removal or deferral of approximately £12.5M of planned investment and cost pressures, some of which had previously been identified as desirable or enabling activity. These decisions were taken on a risk based basis, with priority given to protecting frontline service delivery, statutory compliance, firefighter and public safety, and critical

infrastructure. In parallel, as set out in the budget paper approved by the SFRS Board in March 2026, the Scottish Government has provided assurance of up to £4.0M at the Spring Budget Revision (SBR) should this be required, to support the delivery of a balanced budget in year, subject to conditions around efficiency, reform and continued risk management.

The resulting programme of activity has been scrutinised and approved through the Service's governance arrangements, ensuring that resources remain aligned to the strategic priorities agreed by the SFRS Board.

Notwithstanding this reprioritisation and contingent SBR support, the Service continues to face an in-year funding gap and unallocated savings requirement of £6.2m. The actions contained within this refreshed Three-Year Delivery Plan therefore represent those activities considered most critical to the delivery of the SFRS Strategy, sustaining operational resilience, supporting firefighter and public safety, and progressing essential organisational reform. The Plan reflects a deliberate and Board-endorsed prioritisation of resources, ensuring that available capacity and investment are focused on activities that will deliver the greatest strategic value to the Service and the communities of Scotland.

4. OUR RESOURCES

The 2026/27 actions within the Three-Year Delivery Plan will be delivered within our current year's financial allocation and with existing and planned resources.

The Service has a confirmed £436M resource budget for 2026/27. This figure incorporates £353.6million for resource spending and £48.4million for capital investment. The remaining balance of £33 million is ring-fenced to cover asset depreciation.

Resource spending covers operational costs such as pay, inflation, and day-to-day spending. It will also support the delivery of organisational improvements, such as those included in the Three-Year Delivery Plan.

Allocated Budget for 2026/27	Budget 2026/27 (£m)
Total Budget	436.0
Less Non-Cash ^[1]	34.0
TOTAL CASH	402.0
Resource (Cash)	353.6
Capital (Cash)	48.4

Resource Budget	Budget 2026/27 (£m)
Employee Costs	286.04
Property Costs	34.3
Supplies & Services	31.68
Transport Costs	6.27
Third Party Payments	2.05
Financing	1.37
Indicative Gap	(6.17)
Gross Expenditure	355.54
Income	(1.92)
Net Expenditure	353.62

^[1] Non-cash covers asset depreciation and is ring-fenced for this purpose.

5. 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.

6. 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 SFRS 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.



7. THREE-YEAR PLAN ACTIVITY

Firefighter Safety, Technology and Training

Ref	Year 2 Priority Actions	Year 2 (2025-2026)	Year 3 (2026-2027)	Lead Directorate / Programme	Strategy Deliverable	
1	Deliver the SFRS Electronic Health and Safety Management System.	Yes	Yes	Training, Safety & Assurance	3.1 4.3 5.4	5.6 5.7
2	Implement key learning from a variety of sources which have a focus on Firefighter safety.	Yes	Yes	Training, Safety & Assurance	2.5	5.6
3	Implement the Tactical Firefighting delivery model (Phases 1 & 2).	Yes	Yes	Training, Safety & Assurance	2.5 3.1	5.5
4	Construct and commission new Compartment Fire Behaviour Training (CFBT) Training Facility – Perth.	Yes	Yes	Training, Safety & Assurance	2.5	4.3
5	Implement a revised Health and Wellbeing structure into the Safety and Assurance Function.	Yes	NA	Training, Safety & Assurance	2.5	5.5
6	Review health surveillance - contaminants / asbestos.	Yes	NA	Training, Safety & Assurance	2.5	5.5
7	Procure and implement Self-Contained Breathing Apparatus.	Yes	NA	Finance, Digital and Infrastructure / Enabling Infrastructure	5.5	

Leadership and Culture

Ref	Year 2 Priority Actions	Year 2 (2025- 2026)	Year 3 (2026- 2027)	Lead Directorate / Programme	Strategy Deliverable	
8	Undertake a review of SFRS Values to ensure they remain relevant and aligned to wider organisational culture and leadership work.	Yes	NA	People, Communications and Engagement	3.3	
9	Design and implement activities to improve recruitment and selection approaches, enhance candidate experience and increase workforce diversity.	Yes	NA	People, Communications and Engagement	3.3	3.8
10	Strengthen the role and voice of SFRS Employee Networks.	Yes	NA	People, Communications and Engagement	3.1 3.2	3.8
11	Design, agree, and implement SFRS Leadership Framework and Programmes to ensure leaders at all levels are able to perform to the best of their abilities.	Yes	NA	People, Communications and Engagement	3.3 3.5	3.6
12	Improve facilities, equipment and kit to ensure they meet colleagues needs and contribute to a positive workplace experience.	Yes	NA	Finance, Digital & Infrastructure	3.2	3.3

Strategic Service Review Programme

Ref	Year 2 Priority Actions	Year 2 (2025-2026)	Year 3 (2026-2027)	Lead Directorate / Programme	Strategy Deliverable	
13	Consider new On Call Clustering Solutions.	Yes	Yes	Operational Delivery/ Service Delivery Review	3.7	
14	Seek approval and commence implementation of Phase 1 Service Delivery Review (SDR) change options and planning of Phase 2.	Yes	Yes	Operational Delivery/ Service Delivery Review	2.2 2.3	2.4 2.5
15	Procure and implement Corporate Business Solutions.	Yes	Yes	Governance, Strategy & Change/ Corporate Services Review Programme	4.1 4.2	4.3 5.7
16	Undertake a User-Centred Strategic Review of SFRS Corporate Services.	Yes	NA	Governance, Strategy & Change/ Corporate Services Review Programme	3.8	
17	Strengthen approaches to attraction, retention and reward.	Yes	Yes	People, Communications and Engagement Directorate/ Corporate Service Review	4.1	
18	Implement robust data governance frameworks.	Yes	Yes	Finance, Digital & Infrastructure/ Governance, Strategy & Change/ Corporate Services Review	4.3	5.6
19	Deliver New Mobilising System Computer Aided Dispatch.	Yes	NA	Finance, Digital and Infrastructure/ Enabling Infrastructure	2.5	
20	Deliver New Mobilising System Phase 2 Enhancements.	Yes	Yes	Finance, Digital and Infrastructure/ Enabling Infrastructure	2.5	

Digital, Data and Technology Capabilities

Ref	Year 2 Priority Actions	Year 2 (2025- 2026)	Year 3 (2026- 2027)	Lead Directorate / Programme	Strategy Deliverable
21	Deliver the 2026/27 Cyber Security Action Plan.	Yes	Yes	Finance, Digital and Infrastructure	4.2

8. CORE STATUTORY AND OPERATIONAL ACTIVITY

Alongside the priority actions set out in this Three-Year Delivery Plan, the SFRS delivers a substantial volume of continuous operational and statutory activity every day. This activity is fundamental to protecting life, property and the environment, and represents most of the Service's effort, resources and expenditure.

The actions within this Plan do not replace or dilute these responsibilities. Rather, they are designed to supplement, strengthen and enable the Service to continue delivering safe and effective services while preparing for future risk and demand.

Every day, our front-line services are ready to respond to emergencies. This is a core statutory duty and always requires sustained operational readiness, with 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. This prevention activity is continuous, data-led and integral to reducing risk, demand and harm at source.

Our support functions are vital to maintaining operations. They are essential enablers service delivery, managing our ICT, property and estates, fleet, equipment, payroll, procurement and finance, and ensuring that critical systems operate securely, resiliently and in compliance with statutory requirements.

We operate responsibly, ethically, and legally, with a strong focus on openness. Robust governance, risk management, audit, performance reporting and assurance arrangements ensure that SFRS meets its legal obligations and maintains public trust, providing leaders, staff, partners and the public with clear information on performance and risk.

Our people are at the heart of SFRS. Throughout the year, significant effort is dedicated to workforce management, wellbeing, training, professional standards and employee relations, ensuring our people feel safe, valued, supported and able to perform demanding roles in challenging circumstances.

The Three-Year Delivery Plan complements the many core statutory and operational activities that are vital to the Service and take place daily across every part of SFRS. They include both visible frontline response and a wide range of less visible but equally critical functions. Together, they ensure that the Service remains safe, resilient, legally compliant and capable of responding to risk.

Directorates are responsible for balancing the delivery of these continuous statutory and operational responsibilities with the priority

actions set out in this Plan. Directors and their teams actively plan, schedule and resource this work to ensure that delivery of improvement activity does not compromise operational readiness, legal compliance or staff safety.

Where interdependencies exist, they are explicitly managed through Directorate planning, governance and assurance arrangements to ensure sustainable and realistic delivery across the whole organisation.

9. TRACKING OUR PROGRESS

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.

In line with our Performance Management Framework, progress against the Three-Year Delivery Plan is monitored throughout the year and reported quarterly to the Senior Management Board, Strategic Leadership Team, and the SFRS Board. The SFRS Board provides strategic oversight of delivery, scrutiny of performance and accountability for the achievement of the actions and outcomes contained within the Plan.

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.

10. 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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