



## REPORT TO POLICY AND RESOURCES COMMITTEE – 11 JUNE 2015

### SCOTTISH FIRE AND RESCUE SERVICE STRATEGIC PLAN 2016 – 2019 DEVELOPMENT

#### 1 Recommendations

The Committee is recommended to:

- 1.1 **Acknowledge and discuss the attached report relating to the development of The Scottish Fire and Rescue Service (SFRS) Strategic Plan 2016 – 19.**
- 1.2 **Acknowledge and discuss the intentions of the Local Senior Officer to commence with consultation and engagement at Area Committee level.**

#### 2 Background / Discussion

- 2.1 The main purpose of this report is to advise members how the SFRS is required by the Police and Fire Reform (Scotland) Act 2012 to produce a new Strategic Plan which will set our strategic direction and outline our priorities. The next 3 year Strategic Plan is to be published by April 2016.
- 2.2 This year, throughout May and June, we will carry out a programme of engagement with our partners and stakeholders to inform and help shape our future ambitions. It is our intentions to commence with engagement at Area Committee level and Community Planning Board to present an overview of our current operating environment and to exchange views on local and national priorities, shared areas of interest and mutual challenges (as per appendix 1).
- 2.3 It is the intention to release a draft Strategic Plan for formal public consultation between October and December 2015. This will provide a final opportunity to provide further feedback on the direction we have taken.
- 2.4 The Strategic Plan will inform the development of Local Fire and Rescue Plans for each local authority area. During 2016 the existing Local Plans will be reviewed and you will be provided with further opportunity to engage with us in the shaping of our work at a more local level.
- 2.5 Those persons who are unable to contribute to the consultation and engagement period can return your response to our local area headquarters office or submit views online at [SFRS.Strategicplan@firescotland.gov.uk](mailto:SFRS.Strategicplan@firescotland.gov.uk)
- 2.6 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and their comments incorporated therein.

### **3 Equalities, Staffing and Financial Implications**

- 3.1 An equality impact assessment is not required because this report is principally designed to advise forum members of the proposals for the development of a revised SFRS Strategic Plan and the implications of such nationally and locally. There will be no differential impact, as a result of the report, on people with protected characteristics.
- 3.2 The report details how the Local Senior Officer intends to consult and engage with key stakeholders across Aberdeenshire on the development of the SFRS Strategic Plan 2016 – 19

#### **Director of Business Services**

Report prepared by David Rout  
Local Senior Officer Aberdeenshire and Moray  
Date 21<sup>st</sup> May 2015

**APPENDIX 1**

**SCOTTISH FIRE AND RESCUE SERVICE - STRATEGIC PLAN 2016 – 2019  
DEVELOPMENT – OUTLINE PRESENTATION**



# SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

# Developing the Scottish Fire and Rescue Service Strategic Plan 2016 /19



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Session Overview

- The Scottish Fire and Rescue Service
- The Operating Context
- Developing our Strategic Plan 2016/19
- Key Timelines
- Emerging Direction
- Key Transformation Projects
- Q & A



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Scottish Fire and Rescue Service

- SFRS came into being 1<sup>st</sup> April 2013
- Our 2015/16 resource budget is £259.221m
  - Approximately an 11% cash reduction on our initial 2013/14 budget
- Our 2015/16 capital budget is £25.3m
- We employ 8315 people
  - 3875 Wholetime Operational, 2952 Retained Duty System, 229 Control, 864 Support, 395 Volunteer
- We operate from 357 stations across Scotland



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



# The Operating Context

- On-going public sector financial pressures
- Delivering better outcomes for all
- Public Sector Reform
  - Community Planning
  - Health & Social Care Integration
- Community Empowerment Bill
  - enhancing community empowerment
  - building collaboration and stronger partnerships
  - using total public service resources better
  - prevention focus



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland





# The Operating Context

- Supporting delivery of the government's programme
  - tackling inequality
  - promoting social justice and decentralisation
- Common challenges requiring strong and effective public service partnership working



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Developing Our Strategic Plan 2016/19

- National Fire and Rescue Framework sets Scottish Government priorities and targets for SFRS
- Strategic Plan direction is set by this and agreed by the SFRS Board and Minister for Community Safety and Legal Affairs
- Police and Fire Reform Act requires 3 year Strategic Plan
  - new Plan required for April 2016 – March 2019
- Local Fire and Rescue Plans will be reviewed and revised in 2016 following publication of Strategic Plan 2016/19



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



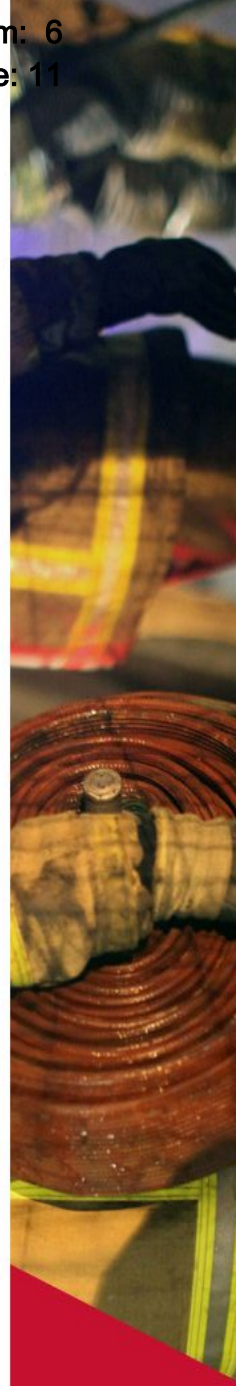
# Key Timelines

May – June 2015	Stakeholder Engagement Period – national and local
September 2015	SFRS Board agree draft Strategic Plan for consultation
October – December 2015	Formal consultation period
February 2016	Submission of Strategic Plan for ministerial approval
March 2016	Strategic Plan laid before Parliament



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Emerging Direction of Travel for SFRS

- Stronger outcome focused service
- More integrated around partnership/ public service reform agendas
- More efficient service provider
- More effective and flexible national/ local service
- Delivery focused on prevention and responsiveness
- Enhanced engagement



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Stakeholder Questions

- What are the key strengths of the SFRS?
- As a local partner what are our shared challenges and opportunities?
- What do you think SFRS can do to help improve matters at local partnership level or nationally?
- What really matters to our local communities?



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



## **Further comments, please contact:**

- David Rout, Local Senior Officer,  
Aberdeenshire & Moray Area Headquarters,  
Constitution Street, Inverurie, AB51 4SQ  
[David.Rout@firescotland.gov.uk](mailto:David.Rout@firescotland.gov.uk)

- [SFRS.Strategicplan@firescotland.gov.uk](mailto:SFRS.Strategicplan@firescotland.gov.uk)



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Further Information



**SCOTTISH  
FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland



# Key Transformation Project

- **Cultural Audit**
  - SFRS Current and deal Cultural profiles measured – action plan developed to help move SFRS toward organisational culture which better supports emerging direction of travel.
  - Feedback from Community and Stakeholders – SFRS are delivering a high level of external customer service and would advocate SFRS as good organisation to interact with
  - Suggested improvements:
    - Reduce CONVENTIONAL behaviours e.g. extent to which rules and procedures are followed without exception.
    - Reduce DEPENDENT behaviours e.g. extent to which decisions need to be checked with Manager or routine tasks require approval.



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland





# Key Transformation Projects

- Strategic Approach to National Risk Reduction
  - Identify existing and potential risks to communities
  - Evaluate existing response arrangements
  - Develop improvement options



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Key Transformation Projects

- Retained and Volunteers Duty System Futures
  - Work in consultation with part-time employees
  - Use academic research to assess community risk
  - Explore opportunities for closer integration
  - Explore options for alternative delivery models and approaches



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Key Transformation Projects

- Transformation Lines of Enquiry
  - Consider the rural and remote rural organisational integration opportunities for improving community safety in Scotland
  - Consider the integration opportunities for Resilience Emergency Planning in Scotland
  - Examine options for a new externally recognised People Safety Practitioner modular course



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Key Transformation Projects

- Emergency Cover Review
  - Build a comprehensive and robust picture of risk
  - Analysis of fire station locations
  - Examine service delivery in remote areas



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland



# Working together for a safer Scotland



**SCOTTISH  
FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland



