

To: Police and Fire & Rescue Scrutiny Sub-Committee

On: 16 August 2022

Report by: Director of Communities and Housing Services

Heading: Consultation on the Scottish Fire and Rescue Service Draft Strategic Plan 2022-25

1. Summary

- 1.1 On 9 May 2022, the Scottish Fire and Rescue Service launched the consultation on their draft Strategic Plan 2022-25.
 - 1.2 The outcomes contained within the Strategic Plan aligned with the strategic priorities set against the Scottish Government Fire and Rescue Framework for Scotland 2022. Renfrewshire Council responded to the Scottish Government consultation and a paper was taken to the Police and Fire & Rescue Scrutiny Sub Committee on 18 January 2022.
 - 1.3 At the previous Police and Fire & Rescue Scrutiny Sub Committee on 7 June 2022, Area Commander MacCarrey and Group Commander Martin Hill provided a spotlight to members on the Strategic Plan.
 - 1.4 This report details a response from Renfrewshire Council and the consultation could be found on the Consultation Hub at - <https://firescotland.citizenspace.com/planning-and-performance/draft-strategic-plan-2022-25/>
 - 1.5 The response from the Council was submitted within the timescales set by the Scottish Fire and Rescue Service with the final date for submissions to the consultation being 10 July 2022.
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2. Recommendations

It is recommended that the Police and Fire & Rescue Scrutiny Sub Committee:

- (i) notes the content of this report:

- (ii) homologates the consultation response, attached as Appendix 1, and submitted to the Scottish Fire and Rescue Service in line with the required timescale of 10 July 2022.
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3. Background

- 3.1 At the end of 2021, the Scottish Government consulted on the Fire and Rescue Framework for Scotland 2022. Renfrewshire Council was one of 48 consultees who responded, and this was the framework for the consultation on the Scottish Fire and Rescue Strategic Plan 2022 – 25.
- 3.2 The Framework set out 7 strategic priorities for SFRS which are outcome-focused and set within the context of the Scottish Government's purpose. These priorities form the basis for the narrative of the Framework. Many of these priorities are overarching and are relevant to several aspects of SFRS's role.
- 3.3 The 7 Strategic priorities were:
- Prevention and Protection
 - Response
 - Innovation and Modernisation
 - Climate Change
 - Effective Governance and Performance
 - People
 - Partnership
- 3.4 The Strategic Plan 2022-25 is concise and aligns the 7 outcomes with the strategic priorities noted above. It is clearly focused on a preventative approach which aligns well with Renfrewshire Council's early intervention approach.
- 3.5 The plan outlines the Scottish Fire and Rescue Service operating environment over the next 3 years which includes the key points around Covid-19 recovery, budgeting responsibility, demographic changes as well as engagement and empowerment.
- 3.6 Each outcome is helpfully broken down into what the Scottish Fire and Rescue Service will do, what success will look like in three years, how it supports their long-term vision priorities and what is already in place to achieve the strategic outcomes.
- 3.7 The 7 outcomes within the strategic plan are:
- Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
 - Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.
 - Outcome 3 - We value and demonstrate innovation across all areas of our work.

- Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
 - Outcome 5 - We are a thriving organisation, use our resources responsibly and provide value for money to the public.
 - Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.
 - Outcome 7 - Community safety and wellbeing improves as we work effectively with our partners.
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Implications of this report

1. **Financial** - none
 2. **HR and Organisational Development** - none
 3. **Community/Council Planning** - none
 4. **Legal** - none
 5. **Property/Assets** - none
 6. **Information Technology** - none
 7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only.
 8. **Health and Safety** - none
 9. **Procurement** - none
 10. **Risk** - none
 11. **Privacy Impact** - none
 12. **COSLA Policy Position** - none
 13. **Climate Risk** - none
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List of Background Papers

- (a) Response to the next Fire and Rescue Framework for Scotland consultation. Police and Fire & Rescue Scrutiny Board, 18 January 2022.

The foregoing background papers will be retained within Communities and Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is the Communities and Regulatory Manager.

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**SCOTTISH
FIRE AND RESCUE SERVICE**
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CONSULTATION: DRAFT STRATEGIC PLAN 2022-25

OVERVIEW

The Scottish Fire and Rescue Service (SFRS) invites you to share your views on our draft Strategic Plan 2022-25. Our Strategic Plan details the activities we want to achieve to contribute to the safety and wellbeing of Scottish communities, whilst keeping our firefighters safe.

The seven Outcomes set out within our Plan compliment the priorities in the [Fire and Rescue Framework for Scotland 2022](#). The Fire and Rescue Framework is developed by the Scottish Government and our Strategic Plan has been designed to show how we will deliver against it.

We also have an aspirational [Long-Term Vision](#) which was shaped by our staff and stakeholders. It sets out our future direction and outlines where we want to be in ten years’ time. The Strategic Plan 2022-25 outlines the next stage in that journey.

GIVE US YOUR VIEWS

Please take five minutes to complete our short questionnaire below.

You can send us your feedback by completing these consultation questions and sending them to:

FREEPOST SFRS Communications
Scottish Fire and Rescue Service
Westburn Drive
Cambuslang Glasgow
G72 7NA

You can also complete the consultation questionnaire at firescotland.citizenspace.com.

To email your views, please contact SFRS.StrategicPlanning@firescotland.gov.uk. Thank you.

**Closes 10 July
2022**

Opened 9 May 2022

-Contact

Louise Patrick

Strategic Planning
and Performance

01698 402 619

SFRS.StrategicPlanning@firescotland.gov.uk

ABOUT YOU

1. What is your name?
(Optional)

Chris Dalrymple

2. What is your email address?
(Optional)

chris.dalrymple@renfrewshire.gov.uk

3. To help us analyse all feedback, please tell us if you are responding as a:

<input type="checkbox"/>	member of the public
<input type="checkbox"/>	member of SFRS staff
<input type="checkbox"/>	community group
<input type="checkbox"/>	Third sector voluntary organisation
<input type="checkbox"/>	Business / Commercial

<input checked="" type="checkbox"/>	local authority
<input type="checkbox"/>	emergency services organisation
<input type="checkbox"/>	public sector body
<input type="checkbox"/>	Further education / Higher education
<input type="checkbox"/>	Health Sector
<input type="checkbox"/>	Other

4. If you are responding on behalf of an organisation please state the name of the organisation:

Renfrewshire Council

5. If you are responding as an individual please provide the first part of your postcode e.g. G77, EH34:

N/A

6. We would like your permission to publish your consultation response. Please let us know if you are happy for us to publish your response.

Please note your privacy will be protected. All responses will be anonymised before publication.

<input checked="" type="checkbox"/>	Publish my response	<input type="checkbox"/>	Do not publish my response
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OUTCOME 1

The Strategic Plan 2022-25 sets out seven Outcomes we want to achieve.

The first outcome that we want to achieve is:

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

7. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	✓
Agree	
Disagree	
Strongly Disagree	
Prefer not to say	

Are there any other comments you would like to make about Outcome 1?

Renfrewshire Council strongly agrees with this outcome.

Communities, especially those that are vulnerable, will benefit from a proactive, preventative approach rather than a solely reactive response. Whilst a large part of the SFRS work with remain reactive (Unwanted Fire Alarm signals (UFAS) or fires) by working with communities and targeting the initiatives should result in a better service.

It is also heartening to read that this will be done in conjunction “with” communities and partners and not done “to” them. It is also acknowledged that SFRS success will be by re-focusing reactive activities will be done to address issues of social, economic and health inequalities.

Whilst this is a strategic plan, SFRS are conducting some excellent work in Renfrewshire around Water Safety and UFAS and these should be mentioned wider as strategic outcomes nationally for SFRS (as we are aware they are being done).

OUTCOME 2

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

8. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	✓
Agree	
Disagree	
Strongly Disagree	
Prefer not to say	

Are there any other comments you would like to make about Outcome 2?

Renfrewshire Council strongly agrees with this outcome.

Again, like Outcome 1, it is good to see note of a proactive approach to communities.

It is essential that public services are aware of and responding to changing risks. It rightly mentions the Covid-19 pandemic and the recovery from it, however, there are wider challenges at the current time as well that are affecting communities especially the Cost of Living Crisis. This could lead to communities making decisions that could cause harm and SFRS require to be aware, be adaptable and use modern technology to tackle them.

Early intervention is critical and is a key part of the Renfrewshire Community Safety Partnership where SFRS are a key partner. This allows partnership working and a data led approach to challenges across Renfrewshire.

This outcome clearly mentions responses to Unwanted Fire Alarm Signals and this is critical to free up resource to continue to tackle priority and changing risks.

Risks are changing constantly and therefore what may be seen as a success in 3 years just now, might change quickly and there will be different success criteria.

OUTCOME 3

Outcome 3: We value and demonstrate innovation across all areas of our work.

9. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	✓
Agree	
Disagree	
Strongly Disagree	
Prefer not to say	

Are there any other comments you would like to make about Outcome 3?

Renfrewshire Council welcomes this outcome, however, would like to go further to highlight innovation that has worked over the last couple of years i.e. how have SFRS been innovative and how has this helped our communities. It would be good for local authorities and communities to be aware of the successes.

Renfrewshire Council looks forward to the first Innovation and Improvement Strategy that will drive innovation.

This outcome is clearly linked to outcome 2 as changing risks will need SFRS to be innovative.

OUTCOME 4

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

10. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	✓
Agree	
Disagree	
Strongly Disagree	
Prefer not to say	

Are there any other comments you would like to make about Outcome 4?

Climate Change adaptation and mitigation is important for all public bodies to try and assist in meeting Scottish Government targets for a Net Zero Scotland and it is welcomed that SFRS will become a carbon neutral organisation by 2045.

As you would expect, many of the outcomes are interlinked as this outcome clearly aligns with Outcome 2 (one of the main risks will be changing environment for SFRS to work in e.g. drier summers) and Outcome 3 as SFRS will need to be innovative in their approach to tackle new and emerging climate change issues e.g. flooding.

There are strong plans and strategies in place to assist SFRS in achieving this and they are highlighted – therefore it will be important to monitor progress moving forward.

OUTCOME 5

Outcome 5: We are a thriving organisation, use our resources responsibly and provide value for money to the public.

11. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	
Agree	✓
Disagree	
Strongly Disagree	
Prefer not to say	

Are there any other comments you would like to make about Outcome 5?

This Outcome is very high level and really focused on a national level to ensure that SFRS is run properly and transparently. Renfrewshire Council obviously agrees with this, however, as a local authority, our aim is to ensure communities are protected in partnership with SFRS.

Governance and Scrutiny are essential at both a national and local level and this is in place to allow SFRS to be accountable to the Scottish Government, Elected Members and communities.

OUTCOME 6

Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.

12. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	
Agree	
Disagree	
Strongly Disagree	
Prefer not to say	✓

Are there any other comments you would like to make about Outcome 6?

It is acknowledged that this Outcome is necessary for SFRS as part of the plan, it is not one that Renfrewshire Council can comment on as it directly correlates to SFRS as an employer.

From a partner on the outside looking in – they welcome training, partnership working and looking at more agile ways of working.

OUTCOME 7

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

13. Looking at this Outcome, to what extent do you agree it should be included in the Strategic Plan?

Strongly Agree	✓
Agree	
Disagree	
Strongly Disagree	
Prefer not to say	

Are there any other comments you would like to make about Outcome 7?

This is a critical outcome that Renfrewshire Council strongly agrees with. No single public body can tackle issues in the community on their own. This has to be done in conjunction with Community Planning Partners to ensure everyone is aligned and pulling in the same direction. It is noted and welcomed that this is clearly highlighted within the Strategic Plan.

Renfrewshire Council welcomes SFRS approach to partnership working and the close working relationship at both an operation and strategic level is essential and requires to be maintained.

Whilst not a major issue, the outcome success states:

“By 2025 we will be recognised as a reliable and valued partner, delivering an effective emergency service and a wide range of place based initiatives with partners across Scotland and further afield”

Renfrewshire Council will argue that SFRS are already an embedded and valued partner – however, this can always be strengthened and improved.

14. Are there any other comments you would like to make about the draft Strategic Plan 2022-25?

Renfrewshire Council welcomes the Scottish Fire and Rescue Service Draft Strategic Plan 2022-25 and also welcomes the opportunity to respond to the consultation.

The document is well drafted, succinct and clearly aligns with the Scottish Government Fire and Rescue Framework for Scotland 2022 and also with Renfrewshire Council’s Community Plan and Council Plan.

The outcomes noted above (and responded to individually) are strong, however, it is also good to see what success will look like in 3 years.

It would be made stronger by advising how the plan will be audited, reported and scrutinised as part of the current models in place for the next 3 years.