

PERFORMANCE MANAGEMENT FRAMEWORK 2020

The logo of the Scottish Fire and Rescue Service is a large, circular emblem with a sunburst pattern around the perimeter. Inside the circle, the words "SCOTTISH" and "SERVICES" are written in a semi-circle at the top and bottom respectively. The central part of the emblem features a stylized landscape with mountains and a thistle. The text "FIRE AND RESCUE" is written in a semi-circle at the bottom of the inner circle.

Working together for a safer Scotland

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INTRODUCTION

This Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service, will manage our performance. It describes the processes we will use and the tools available to support us in achieving the priorities set by the Scottish Ministers in the Fire and Rescue Framework for Scotland 2016 and the outcomes and objectives set out in our Strategic Plan.

Effective performance management firstly involves identifying organisational direction and defining necessary actions. Then by monitoring, maintaining and improving performance it can be used as a key tool for delivering better outcomes, achieving value for money and increasing sustainability. Our PMF is fundamental to this by bringing together all the associated elements to guide our overall approach.

In a spirit of openness and transparency and to assure accountability, the PMF will support the effective reporting of performance nationally, locally and across the Service. It will ensure that our people, and our key stakeholders, have access to appropriate performance information to fulfil their duties, support sound evidence-led decision making and effect robust scrutiny.

Effective performance management also requires the right culture and organisational capacity to succeed. This in turn requires leadership and organisational commitment. By building on our past successes and further developing our approach to performance management we will drive improvements in community outcomes and improve our operational effectiveness and efficiency.

Our approach to performance management recognises that success cannot be achieved by acting alone. We are committed to working with our partners and the communities that we serve to further improve our performance. We are committed to working with our partners to develop measures which will better indicate the level of effectiveness of our joint intervention and prevention activities.

This PMF will therefore help us achieve our ambitions by ensuring that:

- We better understand what demands are driving our services
- We better understand how well we and our partnerships are performing now and where we need to improve further
- We have better information to guide decision about what we need to do to keep improving
- Our people are better informed and empowered to achieve continuous improvement
- We are open and transparent in how we are performing.

We will keep the PMF under regular review. Particular attention will be paid to the measures we have identified and the targets we have set to ensure they remain relevant and current. This will inform decisions and communicate performance against our changing landscape. Additionally, on the implementation of a revised Strategic Plan a formal review will be instigated to ensure full alignment with any new objectives set.

PERFORMANCE MANAGEMENT IN SCOTLAND

The [National Performance Framework](#) (NPF) sets out the Scottish Government's overarching purpose:

“To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.”

This is underpinned by values to guide the Scottish Government's approach, and a set of 11 national outcomes to help Scotland achieve this purpose. To measure progress against the outcomes a range of national economic, social and environmental indicators have also been identified. The Scottish Government encourages all of Scotland's public, private and third sector bodies, as well as its communities and individuals to contribute to the NPF in some way. Progress on delivery of its purpose and national outcomes is reported through the [NPF website](#).

Fire and rescue services in Scotland sit within Scottish Government's Justice family. The [Justice in Scotland](#) vision ***“for a safe, just and resilient Scotland”*** is supported by four outcomes and seven underpinning priorities:

Outcome 1	Outcome 2	Outcome 3	Outcome 4
We live in safe, cohesive and resilient communities	Prevention and early intervention improve wellbeing and life chances	Our systems and interventions are proportionate, fair and effective	We deliver person-centred, modern and affordable public services

In support of the NPF and the Justice in Scotland Vision and Priorities, [The Fire and Rescue Framework for Scotland 2016](#) sets out the specific purpose and operating context of the Scottish Fire and Rescue Service (SFRS). The purpose of the SFRS, 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.”

Public services operate in a world where the social, demographic, economic and policy landscape is constantly changing. As a consequence new risks are emerging across the many communities of Scotland. Many of these emerging risks challenge the safety and wellbeing of communities, such as the impacts of social and economic inequality, climate change and the ever present threat of terrorist attack.

Ensuring resources are available in an effective and efficient manner is crucial in addressing these Scotland-wide challenges. In implementing robust performance management arrangements we, and our partners, will ensure we are fully aware of the issues which negatively affect people and communities. By sharing data and using better performance information we, together, can make the right decisions to confidently respond to the many and varied demands placed upon us to make a positive impact on the national outcomes.

PERFORMANCE MANAGEMENT IN THE SCOTTISH FIRE AND RESCUE SERVICE

How the NPF connects down to our strategic priorities is detailed in the following diagram:



The Fire and Rescue Framework sets out ten priorities for the SFRS. One of these priorities directs the development of appropriate performance measures:

“Priority 1: The SFRS must, in discussion with the Scottish Government, specify appropriate performance measures to support its Strategic Plan, for the delivery of outcomes relating to the strategic priorities and objectives set out in this Framework.”

Another directs the need to secure an effective approach to performance management. This will build intelligence and support scrutiny at national and local levels:

“Priority 9: The SFRS should ensure it has an effective approach to performance management to support robust scrutiny of the Service at national and local levels. This approach should be regularly reviewed and evaluated in pursuit of continuous improvement. The SFRS should also collect, produce and analyse data and other intelligence to promote the safety and well-being of communities, support operational efficiency and performance improvements (including its partnership contributions) and enable effective public reporting of performance.”

Through the development and implementation of the PMF, structured to support our Strategic Plan, we demonstrate our commitment to meeting these priorities.

Our Culture

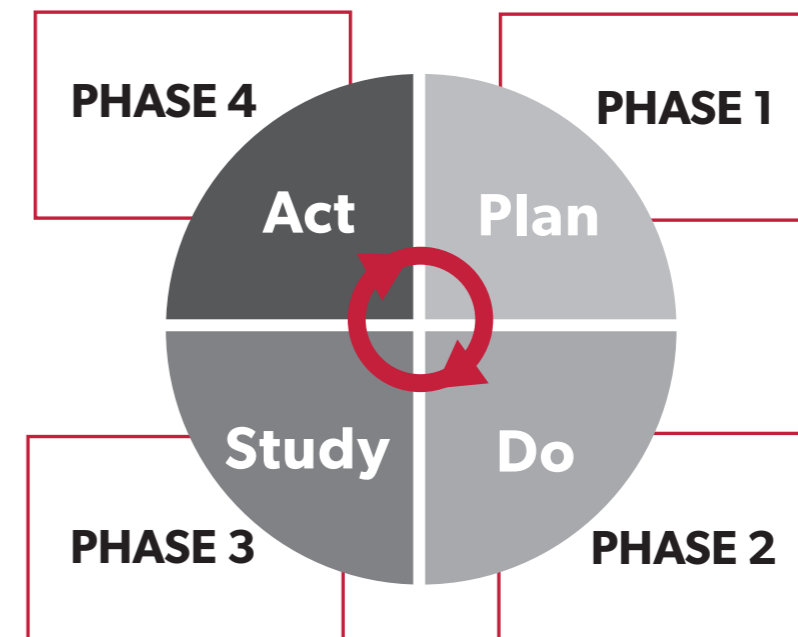
To be successfully implemented and used the PMF needs to be supported by a performance enabling culture with strong active leadership. We foster a culture that is committed to learning and improvement and that is not afraid to challenge existing performance. As a result, we can deliver the most efficient and effective emergency service to all communities in Scotland.

The Board, the Strategic Leadership Team and all our people have a role to play in how we manage and challenge our performance. Clear plans make sure every member of staff has a full understanding of how their day-to-day work contributes to our outcomes. An outline of roles and responsibilities is attached as Appendix 1.

Our Performance Cycle

To ensure we succeed, we have structured the PMF around the performance improvement cycle ‘Plan-Do-Study-Act’ adopted by the Scottish Government.

This continuous cycle will help us to ask the right questions and generate the right information to support evidence based decision making and promote learning in delivering organisational improvements.



Plan – Phase 1

The first step of sound performance management is to define the goals we want to achieve. This is done through a structured business planning approach which gives due consideration to our financial and people resources, and the risks we face. Defining our goals is a collaborative process involving our staff and all other relevant stakeholders through engagement and consultation processes.

Our Plans

The Scottish Government sets out what is expected of us within the Fire and Rescue Framework for Scotland. We prepare a statutory three year Strategic Plan setting out our outcomes and objectives to meet those expectations. **Appendix 2** provides the detail of how our Strategic Plan aligns to the priorities set within the Fire and Rescue Framework.

Our Strategic Plan is supported by a three year Strategic Plan Programme which provides details on all the activities we intend to carry out to successfully achieve our objectives. This informs our Annual Operating Plan, which provides specific detail on the actions we carry out each year and from which our performance is scrutinised.

A Transformation Programme provides information on the key change and major projects we carry out to meet our strategic ambitions. How well we progress these actions is monitored by Scottish Ministers and the SFRS Board.

The graphic below provides detail on our current overarching strategy:



The outcomes and objectives outlined in our Strategic Plan forms the backbone to all other corporate plans and performance reports. This ensures we can provide evidence to our stakeholders of our commitment to achieving the priorities they agreed and to provide assurance of our progress.

How we deliver our services at a local level is defined by statutory Local Fire and Rescue Plans. These set local direction to meet the corporate outcomes and objectives and contribute to Community Planning Partnerships (CPPs). Local Councillors, through identified scrutiny committees in each local authority area, are invited to regularly challenge and scrutinise our performance against each Local Fire and Rescue Plans.

In addition, under the [Community Empowerment \(Scotland\) Act 2015](#), we are statutorily bound to contribute to Local Outcome Improvement Plans (LOIPs) for each CPP area. These, together with the supporting Locality Plans, are intended to address the inequalities experienced by the most disadvantaged localities within the CPP area. By working closely with our Community Planning Partners, we clearly demonstrate our contributions to improving local outcomes.

Directorate Plans further support the achievement of strategic priorities. These Plans provide specific information of what each Directorate will do over a rolling three year period. These in turn are supported by layers of functional, team and individual development plans. Progress of these actions are monitored by Directorate, functional or line managers as appropriate.

We also have to provide evidence of how we work towards certain statutory duties, such as Health and Safety, Environment, Procurement and Equality. These legally bound activities are captured and published within specific Strategies. Our equality outcomes are published

and then mainstreamed throughout our business planning structure. **Appendix 3** provides an overview of how all our business plans fit together and influence each other.

Our Actions

In defining our actions, we will avoid using jargon and management speak so that what we intend to do is clearly understood by all.

By using the SMART principles, our actions are:

- **Specific** and well defined so it is clear what to expect and how it will be done
- **Measurable** and broken down into key milestones to enable progress to be tracked and potential risks to be highlighted
- **Achievable** with resources identified to carry out the tasks required
- **Relevant** and aligned to delivering strategic priorities
- **Timely** with set target dates and sensible but challenging timelines to motivate completion.

Do – Phase 2

Performance systems

This next phase involves taking action and tracking progress. To do this we make use of a number of tools to support the delivery of effective performance management.

Our Performance Management System, InPhase, is being implemented to join all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service. The system will enable consistent application of the PMF and will support the Board and managers by providing and communicating accessible, quality performance information.

Principally, we draw down our corporate data from just a few functional specific systems, such as the Incident Recording System used by all UK Fire and Rescue Services, our Human Resource Systems and our Financial Management System. These systems, together with other bespoke databases, feed information to a central data analytics application. From here our data is collated, presented and reported in many different formats to support detailed analytics and scrutiny.

A Programme Office approach has been implemented to support the delivery of all our key change projects. Vigorous project management methodology provides greater assurance that our significant projects are completed to a high quality, are on time and are within allocated budgets.

Where appropriate, we also adopt industry quality standards to improve our performance. This includes developing our processes and procedures to meet with ISO accreditation requirements or to deliver services which aligns with the Scottish Qualification Framework.

Performance measures

To make sure that we achieve our ambitions, measures are used to assess our progress and the intended impact of our activities, projects, or

programme of work. A balance of quantitative measures (the numbers) and qualitative measures (the story) are used to provide information of how well we are doing.

In selecting performance indicators, we need to be clear on what key performance questions need to be answered and we need to define what success will look like.

By using this systematic approach we develop a holistic suite of corporate performance measures which directly supports the outcomes of the Strategic Plan.

A list of our corporate performance measures is attached as **Appendix 4**.

This approach will continue to enable appropriate layers of measures to be identified which will support our Strategic Leadership Team, Directors and Managers and all staff to manage performance within their areas of responsibility.

Only quantitative data can be analysed statistically and this data type is used as a method of more rigorous assessment of our performance. We make sure our data is accurate and of the highest quality to enable sound decision making. A data catalogue is maintained to list the data indicators we use and to provide definition and technical detail to support consistent data collation or comparison.

[Statistical bulletins](#) are also produced each year. Tables and charts are included for analysis, as well as policy documents explaining how we deal with issues of data quality, revisions and disclosure.

Alongside our transformation journey and expanding community role, we are exploring methods and systems to collate relevant performance measures to demonstrate the wider value and the positive impact we have on Scotland's communities and households.

Target Setting

All indicators are closely monitored whether targets have been set or not. Targets provide a quantitative representation of the desired level of performance and gives a good indication of the areas where we wish to focus attention. They can provide a sense of purpose to an action and can lead to positive motivation and good results. However, if applied poorly they can have the opposite effect.

To avoid expressing desired results which are unachievable, uncontrollable or impractical we will apply targets with care and consideration. In setting targets we will be clear in what exactly the target is meant to achieve, what role teams or individuals need to play and what actions and associated behaviours are required to achieve it.

Against our list of performance measures (**Appendix 4**) we have identified some indicators where it has been appropriate to set targets. We have chosen indicators which in the long-term may help us influence behaviour through the preventative or corrective actions undertaken by SFRS. We have also set internal targets to ensure that our staff resources are appropriately managed. We will extend our set of targets over time where we can show a potential link between the actions that we take and behaviours we wish to modify in the long-term.

In setting targets we use ARIMA forecasting techniques. This gives confidence that the levels set are achievable, proportionate and not beyond the scope of what we could realistically deliver. Where appropriate, we will set longer-term targets. This will continue to stretch our performance and encourage continuous improvement. Further details of our target setting methodology is attached as **Appendix 5**.

Benchmarking

Benchmarking is another useful tool we utilise to encourage improved performance, support change and to make performance comparisons. Similar to target setting, careful consideration is needed to make sure benchmarking is applied in a meaningful and productive way.

We are exploring opportunities to benchmark with other Fire and Rescue Services, other organisations and internally where true useful comparators can be identified to drive improved results.

Study – Phase 3

In this phase our performance is reported, scrutinised and evaluated. Employing effective arrangements not only enables success to be celebrated but also facilitates constructive challenge, highlight risks or shortfalls in performance and provide the means to learn and improve.

Performance Reporting

We have a statutory duty to report on our performance against a number of criteria, including our activity performance, our sustainability, our corporate governance and our financial management. An Annual Report and Accounts is prepared each year in accordance with the Government Financial Reporting Manual. External Auditors, appointed by Scottish Ministers, are invited to carry out a comprehensive audit to ensure our Annual Report and Accounts have been prepared with integrity and probity. Once approved the document is laid before the Scottish Parliament and published on our website.

We are also subject to an annual Ministerial review. An Annual Performance Review Report is produced and published to provide evidence of our progress towards the priorities set by Ministers in the Fire and Rescue Framework. The Board is held to account on this performance at a public meeting in a venue to be determined each year.

To facilitate local scrutiny and to demonstrate our contribution to local outcomes, Local Senior Officers produce timely local performance reports. These are relevant to the priorities set out in their Local Fire and Rescue Plan. A local performance measurement framework will be developed to align with the corporate framework. This will ensure there is a clear line of sight established between national and local service delivery performance.

Through an integrated approach to performance reporting we continue to keep our performance expectations on track to deliver on our priorities. Timely performance reports are presented to the

Board, and Committees of the Board. This ensures there is a regular, appropriate level of scrutiny and challenge applied to the progress of our actions and performance indicators. This is important to ensure the effective management of risk and to support effective decision making.

More detailed scrutiny and analysis of our performance is carried out by our Executive Boards and Management Teams who regularly monitor trends and gain a greater understanding of the cause and effects to our performance.

To evidence how we are delivering against our Strategic Plan we have prepared an ‘evidence map’, attached as **Appendix 6**. Progress reports will be regularly prepared to evidence how we are progressing against the listed agreed actions, projects and corporate indicators. Additional evidence will be gathered through annual reports on our strategies and through case studies, specific analytical reports and review outcome reports.

Monitoring and reporting of performance is carried out regularly at different levels and by different stakeholders through a series of dashboards. This ensures an appropriate level of scrutiny and challenge is applied at each stage which further encourages accountability and develops a rigorous performance culture.

Internal Scrutiny and Assessment

Self-assessment is an integral part of continuous improvement and performance management. It is a process which uses evidence, challenge and critical reflection to improve performance.

We have prepared an Improvement Strategy which outlines how we will support performance improvement across the Service by using an approach which combines process and systems with relationships, skills and attitudes. This will be delivered through a series of self-assessments, process reviews and redesign, peer reviews and strategic service reviews.

We have adopted the Public Service Improvement Framework (PSIF) to facilitate self-assessments across the Service. PSIF encourages us to conduct a comprehensive review of our own activities and results. Incorporating a number of established organisational improvement tools, it promotes a holistic approach to continuous improvement.

In addition, through Internal Audit arrangements, Health and Safety and Operational Assurance programmes, we carry out a series of audits and reviews of activity and standards.

These are intended to identify strengths, areas for improvement, risks and opportunities so that these can be integrated into our planning and performance arrangements. To ensure continuous improvement the outcome of these will be reported to a relevant Executive Board and subsequently to the appropriate Committee of the Board.

External Scrutiny

External scrutiny is undertaken through the co-operative approach of complementary and proportionate scrutiny by Her Majesty’s Fire Service Inspectorate (HMFSI) and Audit Scotland on behalf of the Auditor General for Scotland and the Accounts Commission.

Whilst there are areas of shared interest for inspection of issues relating to Best Value, Audit Scotland will have clear responsibility for financial and value for money, whilst HMFSI will have responsibility for operational inspection as outlined below:

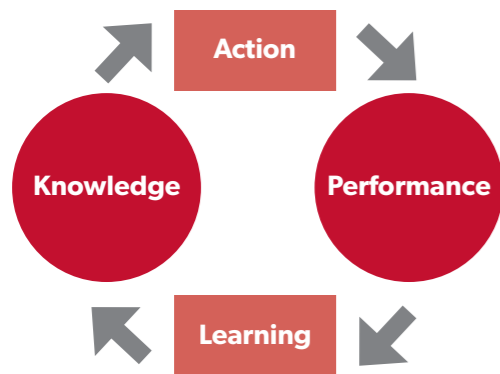


Act – Phase 4

In this phase we evidence our commitment to continuous improvement. We will make sure we learn from our performance information, taking action to share good practice or implementing additional measures to drive improvements.

Knowledge management

Knowledge and performance management are intrinsically linked within a continuous cycle of learning and action. By learning from performance, knowledge can be increased. The more that is known the more that can be improved. This PMF will be implemented with the full intention of creating an environment which encourages increased knowledge through performance learning.



Our measures will be used to identify where our strengths and weaknesses are. By scrutinising our performance and by applying appropriate benchmarks, from internal or external sources, we can identify where good practice exists. Building an understanding of the practices which have delivered good performance creates knowledge, which in turn can be shared and applied to other areas where performance needs to be improved.

Organisational learning is not just generated from performance indicators. Many sources such as audits, inspections, assessments and reviews all provide valuable information from which we can improve. We also learn from our engagement and consultation activities. These help to identify where we need to improve, as well as build an understanding of our staff and stakeholders expectations, so that we can plan and deliver services which, as far as practicable, meet their needs.

In order to make the best use of the performance information generated it needs to reach the right teams or individuals, at the right time and in the right format so that they can learn from it and take action as necessary. In order to provide this information, it is essential the right people get access to the appropriate data sources.

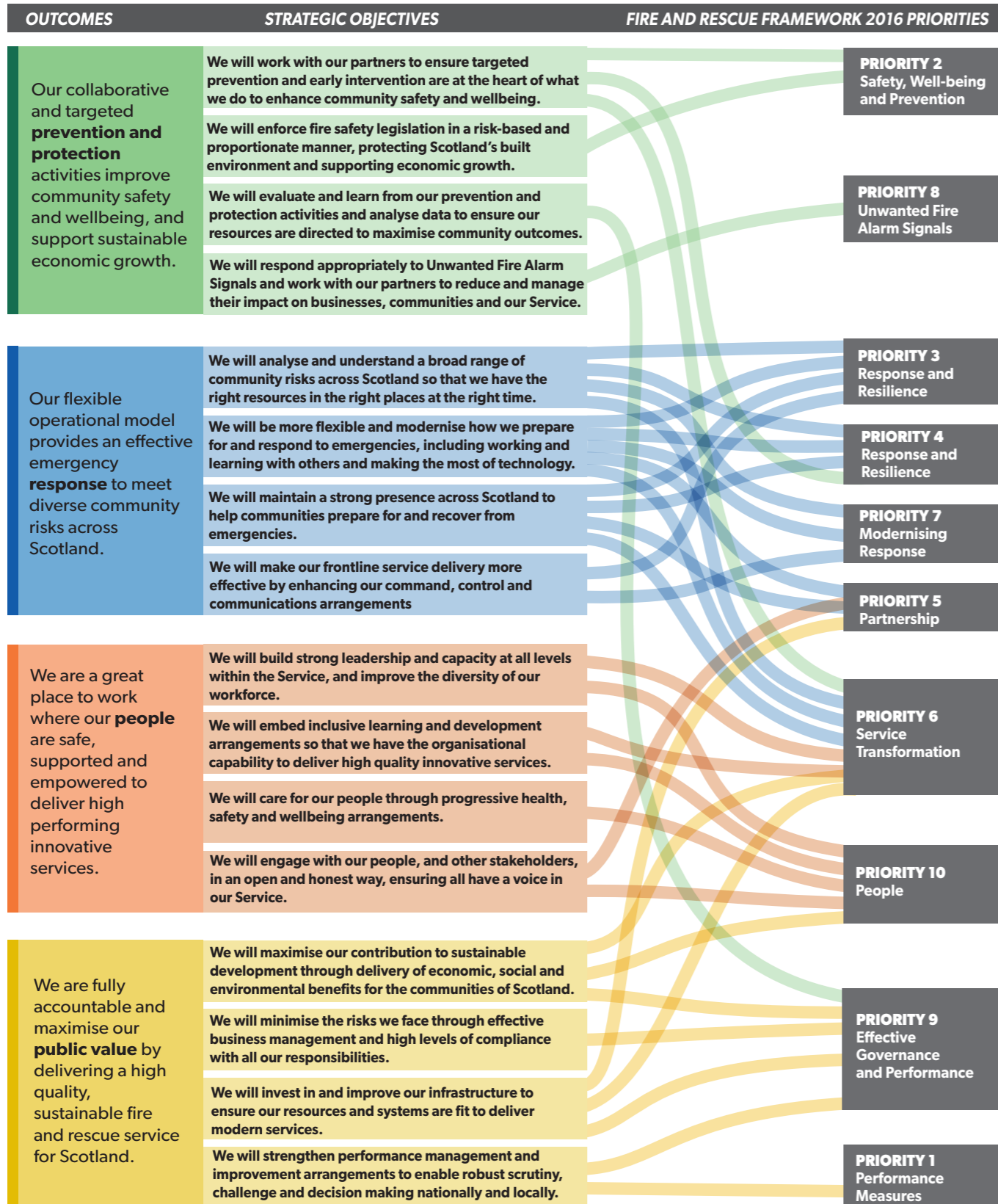
We have in place a variety of Board committees, executive and management forums which oversee the delivery of specific tasks or functions and their performance. These corporate and local forums will be kept under regular review not only to make sure our governance of performance is sound throughout the organisation but also to make sure learning opportunities are maximised.

APPENDIX 1 - ROLES AND RESPONSIBILITIES

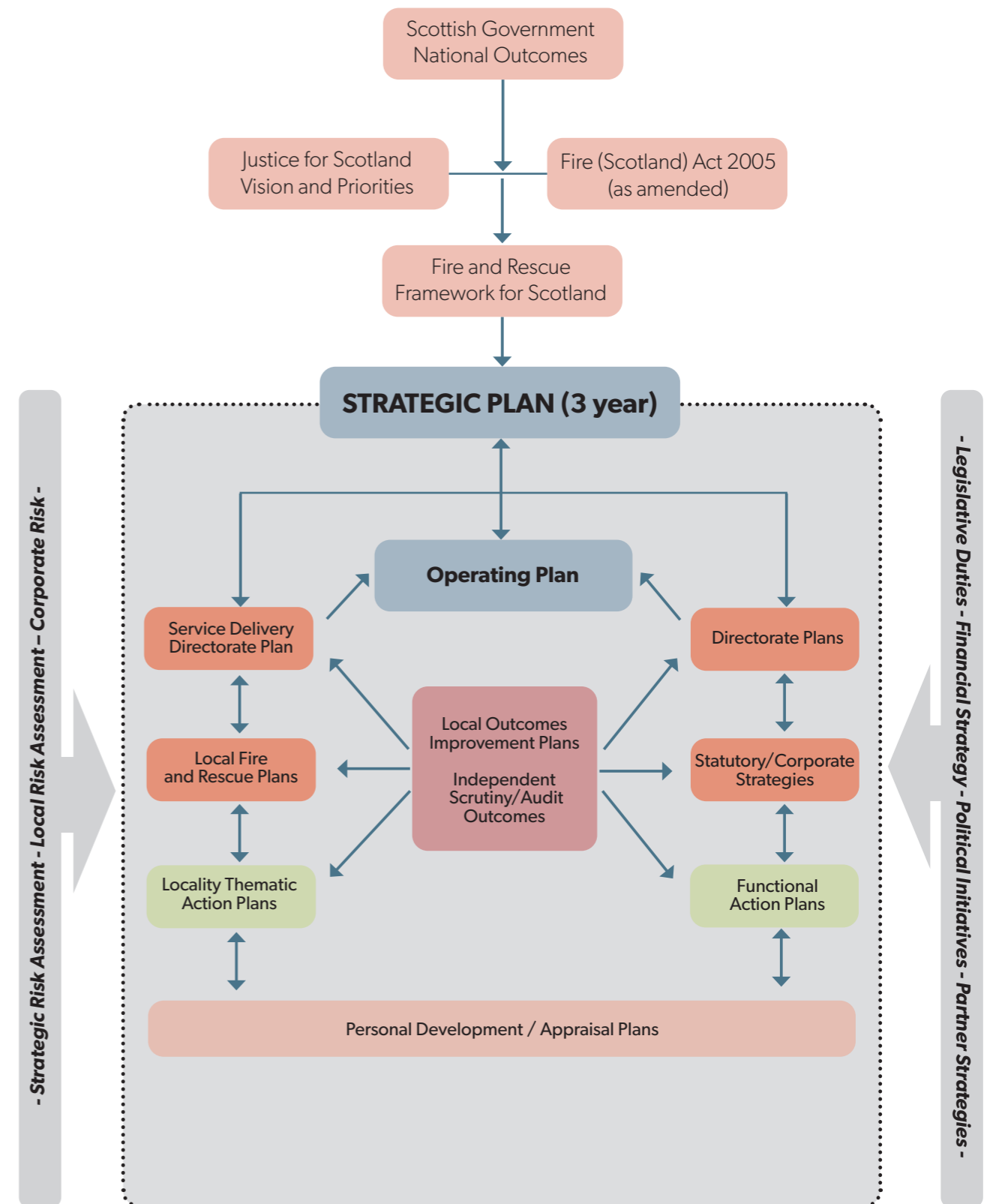
GROUP	ROLE	RESPONSIBILITY
Scottish Ministers	<ul style="list-style-type: none"> Scottish Ministers are accountable to the Scottish Parliament and to the public for the activities of the SFRS and its use of resources. 	<ul style="list-style-type: none"> Set out priorities for the SFRS in the Fire and Rescue Framework. Approve the SFRS Strategic Plan. Agree the budget and associated grant aid requirement to be paid to the SFRS.
SFRS Board Members	<ul style="list-style-type: none"> Collectively responsible for the long term success of the Service. Strategic role in setting Service vision, values, priorities and securing Best Value. Hold the Strategic Leadership Team to account on high level performance and to provide constructive challenge. Review performance against the Fire and Rescue Framework for Scotland. 	<ul style="list-style-type: none"> Produce and submit Strategic Plans to Scottish Ministers for approval. Take forward the outcomes and objectives of the Strategic Plans and secure Best Value. Determine the steps needed to deal with wider changes which are likely to impact on the delivery of Strategic Plans or attainment of operational targets. Produce and lay before the Scottish Parliament an Annual Report and Accounts. Monitor and challenge progress against strategic outcomes, objectives and performance indicators. Determine the nature and extent of the significant risks it is willing to take and oversee sound risk management and internal control systems. Direct specific reviews to scrutinise decisions and agree alternative strategic proposals to help improvement. Provide challenge on performance issues. Promote positive performance management culture.
SFRS Strategic Leadership Team and Senior Management Board		<ul style="list-style-type: none"> Prepare Strategic Plans for Board approval and advise members of progress. Assure Annual Report and Annual Statement of Accounts for onward submission to the Board. Ensure that timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. Ensure the preparation of Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. Monitor and challenge performance outcomes and direct action to improve areas of poor performance. Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. Agree Portfolio Office programmes and receive reports for scrutiny on project performance. Celebrate good performance and ensure good practice is shared throughout the organisation. Ensure arrangements are in place to monitor significant risks and direct action to manage emerging and escalating risks. Direct and agree internal self-assessment and audit programmes and receive outcome reports.

GROUP	ROLE	RESPONSIBILITY
SFRS Directors; DACO's and Heads of Function	<ul style="list-style-type: none"> In accordance with the Performance Management Framework managing performance within area of responsibility to support the achievement of outcomes and objectives. 	<ul style="list-style-type: none"> Develop plans to align functions with the strategic priorities of the Strategic Plan and ensure performance measures and targets are proportionate and fit for purpose. Celebrate good performance and ensure good practice is shared throughout the organisation. Develop a sound process of monitoring performance and ensure action is taken to deal with areas of poor performance and risks as well as developing areas of good practice and innovation. Ensure all staff within functions understand their performance requirements. Benchmark performance across functions.
Strategic Planning, Performance and Communications Directorate	<ul style="list-style-type: none"> Support the Service in meeting its planning and performance statutory duties responsibilities. Support and provide guidance to Directors, DACO's and Heads of Function in delivering the requirements of the Performance Management Framework. 	<ul style="list-style-type: none"> Prepare Strategic Plans for Board approval and advise members of progress. Assure Annual Report and Annual Statement of Accounts for onward submission to the Board. Ensure that timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. Ensure the preparation of Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. Appendix 1 – Performance Roles and Responsibilities Appendix 1/ 2 Monitor and challenge performance outcomes and direct action to improve areas of poor performance. Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. Agree Portfolio Office programmes and receive reports for scrutiny on project performance. Celebrate good performance and ensure good practice is shared throughout the organisation. Ensure arrangements are in place to monitor significant risks and direct action to manage emerging and escalating risks. Direct and agree internal self-assessment and audit programmes and receive outcome reports.
SFRS Local Senior Officers (LSOs)	<ul style="list-style-type: none"> Managing performance within an LSO area to support the achievement of the Service's outcomes and objectives and locally aligned priorities. 	<ul style="list-style-type: none"> Produce and submit to Local Authorities Local Fire and Rescue Plans for approval. Produce performance monitoring reports in accordance with Local Authority requirements. Ensure action is taken to deal with areas of poor performance and risk as well as developing areas of good practice and innovation.
All Staff	<ul style="list-style-type: none"> Managing personal performance to support delivery of outcomes and objectives. 	<ul style="list-style-type: none"> Take action to maintain and improve performance. Celebrate good performance and escalate good practice to share throughout the organisation.

APPENDIX 2 - ALIGNMENT OF SFRS STRATEGIC PLAN WITH FIRE AND RESCUE FRAMEWORK



APPENDIX 3 - BUSINESS PLANNING STRUCTURE



APPENDIX 4 - CORPORATE PERFORMANCE MEASURES

Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	SGC	ARAC
O1.1	Number of Home Fire Safety Visits conducted	Quarterly	Increase based on previous year's figure	✓	✓		
O1.2	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	Quarterly	Increase based on moving 3-year average		✓		
O1.3	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Quarterly	Reduce based on moving 3-year average	✓	✓		
O1.4	Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework	Quarterly	100% of known Framework premises		✓		
O1.5	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	Quarterly	100% of known Framework premises		✓		
O1.6	% of inspections carried in line with Operational Intelligence Framework	Quarterly	Monitor		✓		
O1.7	Number of accidental dwelling fire fatalities	Quarterly	Reduce based on moving 3-year average		✓		
O1.8	Number of fire fatalities by type of incident	Quarterly	Reduce fatalities at each incident types based on moving 3-year average	✓	✓		
O1.9	Number of accidental dwelling fire casualties (excluding precautionary checks)	Quarterly	Reduce by 3% based on moving 3-year average	✓	✓		
O1.10	Number of fire casualties by type of incident	Quarterly	Reduce the number of casualties at each incident type based on moving 3-year average		✓		
O1.11	Number of deliberate primary fires	Quarterly	Reduce based on moving 3-year average		✓		
O1.12	Number of Road Traffic Collisions attended	Quarterly	Monitor		✓		
O1.13	Number of refuse and vehicle fires	Quarterly	Reduce by 10% based on moving 3-year average		✓		
O1.14	Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises	Quarterly	Reduce based on a three-year rolling average.	✓	✓		

Performance will also be tracked through other measures associated with:

- Safe and Well Project (in development)
- UFAS Strategy 2020-23 (in development)

Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	SGC	ARAC
O2.1	Total number of incidents attended	Quarterly	Monitor	✓	✓		
O2.2	Number and % top 10 incidents attended by type	Quarterly	Monitor	✓	✓		
O2.3	Number of incidents attended at the request of other agencies	Quarterly	Monitor		✓		
O2.4	Number of effect entry or exit incidents attended	Quarterly	Monitor		✓		
O2.5	Number of non-refuse secondary fire	Quarterly	Monitor		✓		
O2.6	Response times by Service Delivery Area	Quarterly	Monitor	✓	✓		
O2.7	Number of audit actions arising from Operational Assurance process	Quarterly	Monitor		✓		
O2.8	Number of accidental dwelling fires broken down into the severity categories – low	Quarterly	Reduce based on moving 3-year average	✓	✓		
O2.9	Number of accidental dwelling fires broken down into the severity categories – medium	Quarterly	Reduce by 3% based on moving 3-year average	✓	✓		
O2.10	Number of accidental dwelling fires broken down into the severity categories – high	Quarterly	Reduce by 5% based on moving 3-year average	✓	✓		
O2.11	Number of hydrant inspections carried out	Quarterly	% compliance against agreed work programme		✓		
O2.12	Retained Duty System Appliance availability	Quarterly	Increase based on moving 3-year average	✓	✓		
O2.13	Whole-time Appliance availability	Quarterly	% compliance against confidence levels	✓	✓		
O2.14	Call handling times by Service Delivery Area	Quarterly	Monitor	✓	✓		

Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	SGC	ARAC
O3.1	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Monitor			✓	
O3.2	Actual headcount	Quarterly	Monitor			✓	
O3.3	Number of staff vacancies by FTE	Quarterly	Reduce based on moving 3-year average			✓	
O3.4	% Staff vacancies	Quarterly	Monitor			✓	
O3.5	% Staff turnover	Quarterly	Monitor			✓	
O3.6	Number of vacancy applications	Quarterly	Monitor			✓	
O3.7	% of staff deemed competent against requirement for Operational Core Competence	Quarterly	95%			✓	
O3.8	% of staff deemed competent against requirement for Incident Command Competence	Quarterly	95%			✓	
O3.9	% of staff deemed competent against requirement for Specialist Rescue Competence	Quarterly	95%			✓	
O3.10	% of staff deemed competent against requirement for Mandatory Maintenance Phase Training for both Standard and Advanced Modules	Quarterly	95%			✓	
O3.11	Number of incidents in which there was a verbal or physical attack on a firefighter	Annual	Reduce based on moving 3-year average			✓	
O3.12	Number of staff who suffered RIDDOR-reportable injuries at work	Quarterly	Reduce based on moving 3-year average	✓		✓	
O3.13	Number of accidents and injuries	Quarterly	Reduce based on moving 3-year average			✓	
O3.14	Number of near miss events	Quarterly	Monitor			✓	
O3.15	Number of vehicle accidents	Quarterly	Reduce based on moving 3-year average			✓	

Outcome 3 - We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	SGC	ARAC
O3.16	% bullying and harassment cases by staff group	Quarterly	Monitor			✓	
O3.17	% of working days lost against days available - short-term absence	Quarterly	Reduce based on moving 3-year average	✓		✓	
O3.18	Short-term absence by top five absence reason	Quarterly	Monitor			✓	
O3.19	% of working days lost versus days available - long-term absence	Quarterly	Reduce based on moving 3-year average	✓		✓	
O3.20	Long-term absence by top five absence reasons	Quarterly	Monitor			✓	
O3.21	% of staff on modified duties	Quarterly	Monitor			✓	
O3.22	% medical compliance	Quarterly	Monitor			✓	
O3.23	% fitness compliance	Quarterly	100%			✓	
O3.24	% of grievance cases by staff group	Quarterly	Monitor			✓	
O3.25	% of grievance cases concluded within 12 weeks	Quarterly	100%			✓	
O3.26	Number of fact finding investigations carried out by staff group	Quarterly	Monitor			✓	
O3.27	% of discipline cases by staff group	Quarterly	Monitor			✓	
O3.28	% of discipline cases concluded within 14 weeks	Quarterly	100%			✓	
<p>Performance will also be tracked through other measures associated with:</p> <ul style="list-style-type: none"> • Workforce and Strategic Resourcing Plan 2018-21 • Positive Action Strategy 2019-22 • Youth Employment Strategy 2020-23 • Health and Safety Annual Report • Gender Pay Gap Report (every two years) • Equality Mainstream Report (every two years) • Communications and Engagement Strategy 2021-23 (in development) • Mental Health Strategy 2020-23 (in development) 							

APPENDIX 5 - TARGET SETTING

Outcome 4 - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Ref	Indicators	Frequency	Target /Direction of Travel	Reported to			
				Board	SDC	SGC	ARAC
O4.1	Number of confirmed frauds	Annual	0				✓
O4.2	Number of cyber security breaches managed	Annual	0				✓
O4.3	% information requests which receive a response within the statutory timescale	Annual	95%				✓
O4.4	% of invoices paid in 30 days	Annual	98%				✓
O4.5	% Service Desk incidents and requests resolved within Service Level Agreement	Annual	85%				✓
O4.6	Number of Data Breaches Managed	Annual	0				✓

Performance will also be tracked through other measures associated with the:

- Capital Budget Monitoring Reports
- Resources Budget Monitoring Report
- Service Improvement Strategy
- Procurement Strategy 2019-21
- Asset Management Strategy 2019-29
- Climate Change Response Plan 2045
- Environmental Policy and Objectives
- Energy and Carbon Strategy (in development)
- Sustainable Development Framework (in development)
- Fleet Strategy 2020-23 (in development)
- National Vehicle Charging Infrastructure Strategy 2020-23 (in development)
- Digital Strategy 2021-24 (in development)
- Business Intelligence Strategy 2020-23 (in development)

Stage 1: Seasonal and Trend Analysis Using Time-series Decomposition

In this stage we analysed the relevant data using historical performance information and extracted the seasonal, trend and random noise components of the time series run using a Holt-Winters multiplicative-additive-multiplicative model. This covered incident data for all the relevant Incident Recording System (IRS) based indicators covering the period since the formation of the SFRS in 2013. The analysis allowed us to prepare a set of monthly time series charts for each relevant indicator.

Stage 2: Forecasting Three Years Ahead Using auto-ARIMA techniques

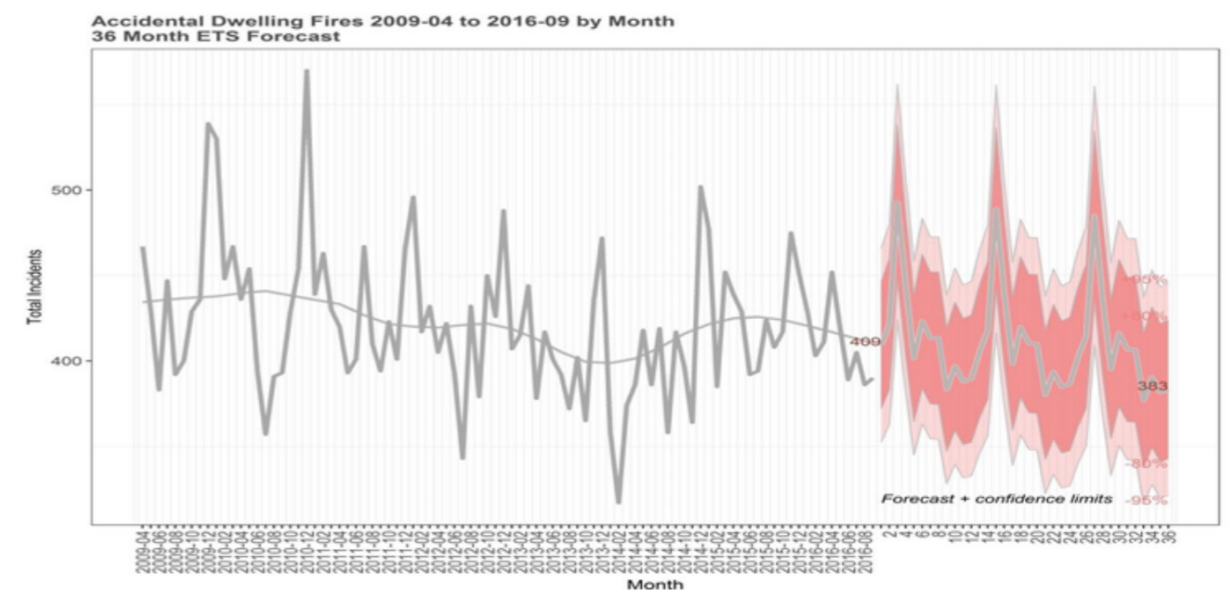
Using this time series data we undertook an Auto Regressive Integrated Moving Average (ARIMA) analysis to compute a three-year forecast based on an exponential model. This allowed us to take account of trend, seasonality, and auto-correlation in the time-series data.

Stage 3: Three Year Forecast Simulations

Annual forecast totals were derived for one-year, two-years and three-years ahead by simulating a run of 10,000 projections on each forecast then calculating the mean annual totals from the simulated runs. This operated with a 95% projection confidence limit, based on the quantiles of the projected distribution within the analysis. The 95% confidence limits were found to vary widely, by as much as +/- 12% in the worst case examples.

Stage 4: Selecting Appropriate Targets

Tables showing the simulation projections were extracted to Excel, and were used to give some context on what ranges could be expected on a random basis for annual totals over the following three years for each indicator subject to the analysis. A range of targets that would stretch the Service were then analysed. The final targets selected will, assuming they are achieved, improve performance by ensuring the Service performs beyond the centre value in the projection for each forecast.



Stage 2 - Auto-ARIMA forecasting

APPENDIX 6 - STRATEGIC PLAN 2019-22 DELIVERY: EVIDENCE MAP

Outcome	Objective	Performance Question	Performance Measures	Evidence Reporting (existing and potential)
Outcome 1 Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.	Objectives 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.	How effective are we at enhancing community safety and wellbeing?	PI - Number of Home Fire Safety Visits conducted PI - Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	Action - Introduce the revised standard of domestic detection Action - Develop and implement a Community Safety Communication Strategy Action - Commissioning of the new SFRS museum Action - Review and strengthen approach to youth engagement, adult safeguarding and case conferences Project - Deliver the Safe and Well Project Narrative - Outcome of any relevant current public survey results Narrative - Analytical reports by SIMD quintiles
		How effective are we at protecting our built environment?	PI - Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005) PI - Number of fire safety audits conducted in accordance with Fire Safety Enforcement Framework PI - Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework PI - % of inspections carried in line with Operational Intelligence Framework	Action - Develop High Rise Domestic Buildings approach Action - Review Fire Safety Enforcement arrangements and implement recommendations
		To what extent do we contribute to economic growth?		Action - Sustainable Development Framework
	Objectives 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.	How effective are our prevention and protection activities?	PI - Number of accidental dwelling fire fatalities PI - Number of fire fatalities by type of incident PI - Number of accidental dwelling fire casualties saved PI - Number of fire casualties saved by type of incident PI - Number of Road Traffic Collisions attended PI - Number of deliberate primary fires PI - Number of refuse and vehicle fires	Action - Review Prevention and Protection structures Action - Provide incident and casualty trend analysis Narrative - Case studies of national or local activities
		To what extent are we reducing Unwanted Fire Alarm Signals?	PI - Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises UFAS Strategy Annual Report (in development)	Action - Review UFAS Strategy
		How well do we work with our partners to reduce and manage their impact?		Narrative - Case studies from local areas.

Outcome	Objective	Performance Question	Performance Measures	Evidence Reporting (existing and potential)
Outcome 2 Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland	Objectives 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.	How well do we understand community risks?		Project - Deliver SDMP Project Narrative - Analytical reports by SIMD quintiles
		How will we know that we have the right resources in the right places at the right time?	PI - Number of hydrant inspections carried out	Project - Deliver SDMP Project
		How will we demonstrate we are more flexible?	PI - Total number of incidents attended PI - Number and % top 10 incidents attended by type	Project - Deliver SDMP Project
	Objectives 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.	How will we demonstrate we have modernised our preparation and response to emergencies?	PI - Number of incidents attended at the request of other agencies PI - Number of effect entry or exit incidents attended PI - Number of non-refuse secondary fire PI - Response times by Service Delivery Area PI - Number of audit actions arising from Operational Assurance process	Action - Develop a Firefighter safety focused Operations Strategy Action - Develop and implement a Wildfire Strategy Action - Plan and deliver national events taking place across Scotland during 2019/2020 Project - Terms and Conditions Project - Deliver SDMP Project Narrative - Introduction of any new assets Narrative - Case studies of response to significant incidents.
		How effective and efficient is our emergency response?	PI - Number of accidental dwelling fires broken down into the severity categories - low PI - Number of accidental dwelling fires broken down into the severity categories - medium PI - Number of accidental dwelling fires broken down into the severity categories - high	Narrative - Analytical reports on specific incidents types
		How will we demonstrate we have maintained a strong presence across Scotland to help communities prepare for and recover from emergencies.	PI - Retained Duty System Appliance availability PI - Whole-time Appliance availability	Project - Deliver SDMP Project Narrative - Number of assets across Scotland
	Objectives 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.	How will we with our partners demonstrate we have improved community resilience?		Narrative - LRP and RRP activity
		Objectives 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements.	How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?	PI - Call handling times by Service Delivery Area

Outcome	Objective	Performance Question	Performance Measures	Evidence Reporting (existing and potential)
Outcome 3 We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.	Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.	How do we demonstrate our workforce is supported?		Action - Review, revise and implement Pay and Reward Frameworks Action - Strengthen and promote the SFRS Total Reward package Narrative – Staff Survey 2020 and 2022 outcomes
		How will demonstrate strong leadership at all levels?	Annual Report and Accounts – Governance Statement	Action – Strengthen SFRS approach to Talent Management and Development Narrative – Staff Survey 2020 and 2022 outcomes
		How will we know we have built capacity at all levels?	PI - Actual Full Time Equivalent staff against Target Operating Model by staff group PI - Actual headcount PI - Number of staff vacancies by FTE PI - % Staff vacancies PI - % Staff turnover PI - Number of vacancy applications	Narrative – Workforce and Strategic Resourcing Plan 2018-21 Narrative – Staff Survey 2020 and 2022 outcomes
		How much have we improved the diversity of our workforce?	Annual Report and Accounts – Sustainability Report Gender Pay Gap Report (every two years) Mainstreaming and Equality Outcomes Report (every two years) Positive Action Strategy Annual Report	Action - Support, promote and monitor the development of a diverse workforce and inclusive culture Narrative – Staff Survey 2020 and 2022 outcomes
	Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.	How will we demonstrate we have inclusive learning and development arrangements?		Action - Preparation of a Carbonaceous Fire Behaviour Training Facility Strategy Action - Implement Training and Employee Development Review recommendations. Action - Harmonise Instructor Terms and Conditions Action - Deliver the Phase 1 of the Portlethan Refurbishment Programme
		How will we demonstrate the quality of our learning and development arrangements?	PI - Number of fact finding investigations carried out by staff group PI - % of discipline cases by staff group PI - % of discipline cases concluded within 14 weeks	Action - Design and embed specific prevention and protection training pathway Action - Implement Flexi Duty Managers Training for Operational Competence Years 2 and 3
		How will we know if our learning and development arrangements are efficient and have improved capability?	PI - % of staff deemed competent against requirement for Operational Core Competence PI - % of staff deemed competent against requirement for Incident Command Competence	Action - Develop Capabilities Training (National Fire Chiefs Counsel/National Resilience Assurance Team)

Outcome	Objective	Performance Question	Performance Measures	Evidence Reporting (existing and potential)
	Objectives 3.2 Continued		PI - % of staff deemed competent against requirement for Specialist Rescue Competence PI - % of staff deemed competent against requirement for Mandatory Maintenance Phase Training for both Standard and Advanced Modules	
	Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.	How effective is our health, safety and wellbeing arrangements?	PI - Number of incidents in which there was a verbal or physical attack on a firefighter PI - Number of staff who suffered RIDDOR-reportable injuries at work PI - No of accidents and injuries PI - Number of near miss events PI - Number of vehicle accidents PI - % bullying and harassment cases by staff group PI - % of working days lost against days available - short-term absence PI - Short-term absence by top five absence reason PI - % of working days lost versus days available - long-term absence PI - Long-term absence by top five absence reasons PI - % of staff on modified duties PI - % medical compliance PI - % fitness compliance Health and Safety Annual Report Mental Health Strategy Annual Report (in development)	Action - Strengthen health, wellbeing and fitness arrangements Action – Develop and implement a Mental Health Strategy Action - Develop and implement an in-house Health and Safety Management Information System (HSMIS) Action - Design and implement improved practices to reduce the risk from exposure to contaminants Action - Deliver rolling programme of SFRS Health and Safety Improvement Plans across the organisation Narrative – Staff Survey 2020 and 2022 outcomes
		How effective are we at engaging in an open and honest way?	PI - % of grievance cases by staff group PI - % of grievance cases concluded within 12 weeks	Action - Review the Communications and Engagement function structure Action - Implement recommendations from the internal communications review Action - Implement the recommendations from the on-call media review Action - Develop a SFRS Communications and Engagement Strategy for 2021-23 Narrative – Internal Communications Review Report
		How will we demonstrate that all have a voice in our service?	Trade Union Facility Time Annual Report Communications and Engagement Strategy Annual Report (in development)	Action - Review the Working Together Framework and supporting arrangements Narrative – Staff Survey 2020 and 2022 outcomes Narrative – Report outcome of any public survey results

Outcome	Objective	Performance Question	Performance Measures	Evidence Reporting (existing and potential)
Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.	Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.	To what extent do we contribute to sustainable development?	Annual Report and Accounts - Sustainability Report Mainstreaming and Equality Outcomes Report (every two years) Youth Employment Strategy Annual Report	Action – Develop a Sustainable Development Framework Project – Deliver the Youth Volunteer Scheme Project Narrative – Corporate Parenting Action Plan 2020-23 Narrative – British Sign Language Plan Narrative – Gaelic Language Plan 2018-21
		How effective are we at reducing our impact on the environment?	Annual Report and Accounts - Sustainability Report Environmental Policy and Objectives Annual Report National Vehicle Charging Infrastructure Strategy 2020-23 Annual Report (in development)	Action - Implement SFRS response to SG Emergency Climate Change (ECC) Agenda 2045 Action – Roll out and infrastructure upgrades of the Electric Car Pool Fleet Narrative - Climate Change Response Plan
		How effective are we at reducing organisational risk?	PI - Number of confirmed frauds PI - Number of cyber security breaches managed PI - Number of data breaches managed Annual Report and Accounts Governance Statement	Action - Embed the Legal Services function Action - Maintain and develop robust Cyber Security Narrative – Corporate Risk Register key risks
	Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.	How will we demonstrate levels of business compliance?	PI - % of information requests which receive a response within the statutory timescale PI - % of invoices paid in 30 days PI - % Service Desk incidents and requests resolved within Service Level Agreement Annual Report and Accounts – Financial Statements Procurement Strategy Annual Report	Action - Strengthen SDA/Corporate Admin roles and responsibilities Action - Implement a service wide awareness and training programme regarding compliance with the Freedom of Information (Scotland) Act Action - Strengthen how SFRS captures and reports on compliments and complaints corporately and at local levels Action - Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation Project - Deliver PVG Scheme project
		Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.	To what extent do we invest in our infrastructure to improve our service to the public?	Annual Asset Management Strategy Report Digital Strategy Annual Report Fleet Strategy Annual Report (in development)

Outcome	Objective	Performance Question	Performance Measures	Evidence Reporting (existing and potential)
Outcome 4	Objectives 4.3 Continued			Action - Develop partnerships with other public bodies to identify and implement asset sharing solutions Project - Deliver People, Training, Finance and Asset System Project Project - Deliver McDonald Road Project
		How will we demonstrate our resources and systems are fit for purpose?	Annual Asset Management Strategy Report Digital Strategy Annual Report Fleet Strategy Annual Report (in development)	Action - Carry out a full review and upgrade of SFRS systems Action - Develop and improve ICT policies, processes and procedures in line with the ITIL Framework Action - Address and review all the recommendations contained within the HMFIS Thematic Review of Fleet Services Action - Review and prepare a programme of works to replace all roofs associated with RAAC Panelling Action - Develop a proposal and implement solutions for West ARC Action - Review and implement the new Fleet Strategy Action - Review the Fuel site requirements and deliver on all the actions contained within the recent Internal Fuel Audit Report
		Objectives 4.4 We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.	To what extent have we strengthened performance management and improvement arrangements?	Service Improvement Strategy Annual Report Business Intelligence Strategy 2020-23 Annual Report (in development)
		How will we demonstrate scrutiny, challenge and decision making is robust?	Annual Report and Accounts Business Intelligence Strategy 2020-23 Annual Report (in development)	Action – Prepare annual budget and complete the Annual Report and Accounts and external audit process Action - Carry out the statutory review of the Strategic Plan 2019-22 and develop a revised Strategic Plan for 2022-25 Action – Coordinate the statutory review and revision of Local Fire and Rescue Plans Action - Gain National Statistics accreditation for the annual SFRS Fire and Rescue Incident Statistics publication Action - Review SFRS Corporate Governance Framework. Narrative – Staff Survey 2020 and 2022 outcomes Narrative – Review Local Fire and Rescue Plans Narrative – Business Intelligence Review Report



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