



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



Scottish Fire and Rescue Service

Draft Long-Term Vision

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SCOTTISH FIRE & RESCUE SERVICE

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1. FOREWORD

- 1.1 The Scottish Fire and Rescue Service (SFRS) was established in April 2013. Since then we have built upon the work of our legacy Services from which we were formed. We are also proud to walk in the footsteps of all those firefighters and other Fire Service staff who served Scotland over the last 200 years. As we look forward, we will maintain our values and traditions while ensuring their ongoing relevance to Scotland's future. In doing this we will be bold in the choices that we make for our Service and critically in how we support our communities. We will do this in the knowledge that some of those choices may be challenging but they will be the right things for us to do; just as the choices of our predecessors were the right things for their time.
- 1.2 The vision for Scotland's public services, embodied in the Commission on the Future Delivery of Public Services (Christie Commission), is at the heart of the SFRS. We are dedicated to improving the quality of our Service; to keep improving people's lives; improving the safety and wellbeing of the communities we serve; to continue to focus on the prevention of risk of harm and to work in collaboration with our partners and communities. We are also fully committed to respecting people's opinions regarding how we design and deliver our services and to ensuring that their voice helps us shape what we do. Working together with our staff, communities and partners we will evolve and transition as an organisation, ensuring that we remain central to keeping Scotland's communities, businesses and visitors safe. In realising our Vision, we will also continue to deliver the Scottish Government's priorities as set out in the National Fire and Rescue Framework for Scotland. We will set out the specific details for delivering our Vision in our Strategic Plans over the period covered by this Draft Vision.
- 1.3 We are conscious that we launch our Draft Vision for the Service at a time when Scotland is emerging from the impacts of the worst pandemic for a century. As the full consequences of COVID-19 become clear we will offer our full support to communities across Scotland to help them recover socially and economically. We are also committed to working with our staff, partners and communities directly to help address the underlying social and economic challenges that the pandemic has exposed. If anything, this experience has taught us that by working together we can deliver major change to better support our communities. We will maintain that focus and apply the lessons we have learned to sustain our commitment to change as we advance our 10-year vision into action. We also launch this vision in the knowledge that we are building on a strong foundation. Our staff are committed, respected by their communities, partners and government and highly valued by the Board of the SFRS. It is this foundation that allows us to progress. What we set out below is our ambition and the pathway to our future.

2. HOW WE DEVELOPED OUR VISION

- 2.1 Our Draft Vision was initially fashioned by working together with our staff through an extensive set of engagement activities to ensure that as many as possible could work with us in building this vision for the Service. In doing so we sought to build a common understanding of the key challenges facing us and how we should adapt in response to them, whilst continuing with those things we currently do well. In consulting with our stakeholders and engaging with our communities we are equally committed to hearing and responding to their views as we shape our final Long-Term Vision for the Service. But we know the change journey that we are committed to will take time. It will require thoughtful consideration and detailed planning; but it will also require speed of action when that is needed. It will require us to be brave while equally being mindful of the views of others about why, how, where and when we change.
- 2.2 Our Draft Vision represents the beginning of a new journey for the SFRS. We welcome all of those who work within the Service, those with a connection to the Service, our communities and our partners to continue to work with us to shape our journey's detail. Together we can embrace the challenges ahead and ensure our continued success in being a public service that truly is at the heart of Scotland's future.

3. HOW MIGHT SCOTLAND CHANGE OVER THE NEXT DECADE

- 3.1 As we saw with the rapid onset of the COVID-19 pandemic, trying to predict what may happen in the future is extremely challenging. We also know that new technologies will continue to emerge at pace and impact upon our lives and that new opportunities will arise that we could not forecast. Therefore, what we set out below is not a prediction of the future but our understanding of some of the factors that will shape Scotland's future and what that in turn will mean for SFRS.
- 3.2 Over the next decade Scotland will have a stronger focus on addressing the factors that improve people's wellbeing. Simultaneously, there will likely be ongoing political debates about Scotland's constitutional future, which will inform the nature of Scotland's political dialogue and the context within which all public services will function. Scotland will also be managing the social and economic consequences of the COVID-19 pandemic plus the impact of people living with the long-term consequences of the virus. While the drive will be to improve the quality of life for people, the biggest challenge will be to improve it for all, not just for some. Therefore, a focus on addressing the social, health and economic conditions that lead to inequality will be a key feature in how all public services will be designed, directed and resourced.
- 3.3 At the same time climate change will increase its impact on our weather patterns. We will experience an overall warmer but wetter climate and will see more extremes periods of wind and rain. The push to decarbonise our economy, make greater use of renewable energy and change our means of travel means the greening of Scotland's and our future will increase at pace. Meeting the challenges of climate change is something that Scotland will address and we must play our part.
- 3.4 There will be ongoing developments to ensure the resilience and safety of communities in order to safeguard the people who live there. We will continue to experience the threat of potential acts of terror within our communities. This will necessitate strong cross public service working to meet the challenge and to protect our staff as they work to keep our communities safe.
- 3.5 Stronger, more sustainable and more connected communities make for safer and more cohesive communities. The development in digital and other technologies means new communities will be formed. These will also be communities of interest and experience, not only place. We will see communities where more people work from home or their local area and where they commute less to major towns and cities. Safeguarding the most vulnerable people in their homes with digital technologies will become the norm. New outreach and community support services will be built to use that technology to protect and enhance the lives of those who are the most vulnerable. At the same time support and care for people will increasingly become personalised and built around their needs. People's expectations of more tailored public services will increase, meaning all public services, including the SFRS, will need to adapt how they work to deliver what people will increasingly expect of them.
- 3.6 The culmination of these and other changes will mean that place, where people live and where they perceive they live their life in a digital context, will increasingly be of importance. The physical community that someone is born into, is raised in and in which they live has profound impacts on their likely life chances, but so too will the digital communities that people are increasingly part of. Over the next decade we will see a reshaping of Scotland's physical and increasingly digital places and the reshaping of public services that support those communities. How those communities are supported and how public services are resourced to support them will be a feature in the public service reform agenda. Creating more opportunities for individuals to make their own lives better will be a key feature in this. There will be a profound shift in how society thinks of public services and their role in supporting communities change and prosper.
- 3.7 The decade ahead presents profound but exciting challenges to Scotland and to all its public services. The onus will be to adapt, thrive and prosper as a public service that helps meet the challenges ahead and the reward for so doing will be a country and communities that thrive. For the SFRS, Scotland's future offers enormous potential. We already add huge value to the communities we serve. But we can add further value by adapting to our context, by deepening our commitment to meet the changing needs of communities and by continuing to engage with our staff, partners and communities on how we do this. Our potential is unbounded as is our desire, intent and commitment to realising that potential.

4. WHY MUST SFRS KEEP EVOLVING

- 4.1 The SFRS must evolve, not for the sake of change, but because Scotland and our communities are changing in new and complex ways. We are committed now, and will continue to be so in the future, to protecting the safety of our communities, to preventing harm to people where we can and to supporting our economy to flourish. While we evolve we are also acutely aware that some of what we do will remain steady and resolute in meeting the continuing needs of communities. Where changes in communities occurs, this will alter established patterns of risk for those communities, our country and our economy. As a Service focused on doing the right things, it is incumbent upon us to respond to those risks in new and innovative ways while retaining our current strengths. Innovation in the design and delivery of our Service, in the technology and information we use and how we work with our partners and communities will be the key to our success.
- 4.2 Notwithstanding the impact of the COVID-19 pandemic, over the next decade and beyond we will see Scotland's population alter as more people live into older age. As they do so, many will live alone and with multiple frailties that will require all public services to work together to support them in staying safe, healthy and free from harm. We will also see internal migration of people as the economy and patterns of work change. New communities will grow and existing ones will reduce in size. There will be growth and change in the number and types of businesses operating throughout the country. New technologies will profoundly change how people live their lives and how they interact with wider society. Climate change will alter our weather patterns with the frequency and severity of major risk events such as flooding and wildfires increasing. These challenges facing Scotland are profound, multi-faceted and are impactful on us.
- 4.3 We will continue to evolve ensuring that we remain the Service that Scotland needs us to be; designed and built to face the challenges of the third decade of the 21st century and beyond.

5. OUR MISSION

- 5.1 In our engagement with staff in drafting our Vision it was clear that while we are committed to changing, we will never lose sight of who we are. We will rise to meet the challenges presented to us and to the communities we serve and we will continue to learn and adapt to those challenges. In doing this we aspire to be the best Service that we can possibly be; because we know that is the right thing to do. We also want to be among the best fire and rescue services in the world and to be held in that esteem by our peers, partners and communities. We will share our experiences, insights and learning with others about what we achieve and how we achieve it. We know that a Service that is strong in its commitment to its communities, is as equally strong in its commitments to its staff, can be confident that others will wish to hear what we have to say regarding issues relevant to our sector and to the wider public service context.
- 5.2 As a confident, outward looking, learning organisation, that is open to sharing with others our mission remains clear. We are:

'Working Together, for a Safer Scotland'.

We are committed to working together as a single organisation in pursuit of our common mission. Working together to secure the ongoing safety of our staff and those we serve throughout Scotland. As we deliver our mission, we will continue to evolve, adapt, grow and transition into whatever it is that is required of us to secure the safety and wellbeing of our communities. But we will never lose sight of what our mission means to us. It represents who we are and it is what we stand for.

6. OUR PURPOSE

6.1 At the core of any successful organisation is an understanding of why it exists and what it is set up to deliver, that is, its purpose. When the SFRS was established the overarching purpose for the Service was set:

“.... 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 wellbeing of people throughout Scotland.”

6.2 Throughout our engagement with staff in drafting our Vision it was clear that this purpose should remain at the core of our Service now and into our future. It commits everyone in the SFRS; Board, management and staff, to achieving all that we can for the communities we serve. Not only does it mean we work to keep people safe from fire, our historic mission, but that we work to build improvements in their overall wellbeing in life. It commits us to responding to emergencies, when needed, and to preventing harm to people and communities before it arises. Our purpose defines who and what we are. But, it is down to all of us who are connected to and part of SFRS to continue to define how we will bring our purpose to life in ways that meet the changing needs of our communities and country.

6.3 Since 2013 the SFRS has deepened our understanding of our purpose, we have strengthened our work to prevent fires and other accidents occurring. It has led us to work with partners to protect the most vulnerable members of our communities while continuing to respond when people are at some of the most perilous points in their lives. It has led us to work to support safety in our businesses so that they may continue to grow our economy. It has led us to educate our children and young people in all issues relating to safety to help keep them free from harm and it has led us to face the growing consequences of changes in our climate. In short, we redefined how we had to evolve because that's what our communities and Scotland needed of us. We will continue to drive our evolution to ensure that over the next decade and beyond we remain the Service that Scotland needs us to be.

7. OUR STRATEGIC INTENTIONS

7.1 To shape the delivery of our Draft Vision and to realise our aspirations and ambitions we have set four long-term strategic intentions for the Service. We have not ordered the strategic intentions in priority order, each of them is of equal importance to the Service in achieving our long-term success. We will use our strategic intentions to determine our direction of travel and to continually steer the organisation over the next decade. They will guide our ability to adapt, to develop new capabilities and to exploit future opportunities as we realise our purpose and meet our mission and allow us to correct any drift from that as we are buffeted by any unexpected changes in our organisational environment.



8. OUR PRINCIPLES

- 8.1 Our Draft Vision is also set in line with the values that permeate our Service. We will continually support changes in behaviours across the organisation to ensure that our values remain live and are visible in all that we do as we turn our vision into a series of plans and programmes of work. We will adopt the following operating principles to how we will work and how we will develop the work plans and programmes that will deliver our Vision.
- 8.2 First, we will be a progressive organisation. As a progressive organisation we continue to embrace change and improvement over time, to help keep us successful. We are fully committed to securing best value in all that we do and we will innovate and find new solutions to old and intractable problems as well as find solutions to the new challenges that lie ahead. We will improve how we respond to emergency situations and critically work ever harder to prevent those situations arising where we can. We will equally look to make all that we do more efficient ensuring our resources are redirected to priority areas within the Service. As a public service we are committed to achieving fairness and equality for all those who work with the Service and for those that we serve. Our progressive commitment will be embedded in how we make decisions on what we will do, what we will prioritise and how we will act. We will connect our business systems and processes in ways that we previously could not by exploiting new technologies and the capacities they offer. We will automate and connect the data and information we and our partners hold to help build insight into how well we are performing and what more we can achieve. We know that by working in this way we will be stronger and because of that we will be able to ensure our communities are too.
- 8.3 Secondly, we will be people centred in all that we do. This means we are committed to enabling everyone working within the SFRS to contribute to and help shape the progression of our future direction. We will continue to work in a transparent manner so that those who wish to contribute to what we do and how we do it are enabled to do so. We also commit to ensuring that as we develop our existing services or build new services those developments will be built around meeting people's needs; the needs of our staff, partners and communities. When we change we will do so by taking people with us on our journey. This will mean we will work to get change right for people and to ensure that we work with them in ways that help us to achieve that. We will also look to work in new and smarter ways to further build and unleash the full talents of those who work for us and the talents of our communities to support our change journey. We will support people by both working smarter and making greater use of the data and information that we and our partners possess. We are determined that meeting people's needs will be at the centre of our ways of working.
- 8.4 Thirdly, we will be an organisation that embraces inclusiveness and difference. We will reflect the needs of our communities in what we do and we will value the unique characteristics within each of them. We will be relevant to all their futures and will help them meet their local challenges. We firmly believe an organisation that is as diverse as the communities that it serves is stronger. Moreover, differences of viewpoints, understandings and insights makes us more welcoming, tolerant, aspirational and respectful of the value that difference itself brings to our Service. Critically we believe this will make us more creative and stronger going forward in addressing the challenges we face. Through these changes we will unleash our talent, passion, commitment and a desire to help make communities safer, more resilient and consequently more prosperous. By making our organisation more inclusive we will increase our chances of success in what we do. We will also work ever more closely with our existing partners and seek out new ones to help us achieve what we set out to accomplish. We know there is no single monopoly on insight and understanding in keeping communities safe and improving their wellbeing. We will ensure everyone who wishes to offer their insight, opinion, guidance and support, as we realise our ambitions, will be able to do so.

8.5 Fourthly, in recognition of the importance of place in shaping the lives of the people of Scotland we will remain vigilant to how our communities are changing. We will deepen our understanding of their needs and use that insight to help support how we will change over time. We also know that we can achieve more by working with others and utilising their insights, talents and resources than if we operate alone. We will work with our partners and communities in addressing the needs of our changing environment and to help ensure a more sustainable Scotland. In doing so we will reshape how we operate and how we work to achieve greater organisational sustainability and to reduce our environmental impact and improve the quality of life within communities. We will also ensure the internal connectivity of the people who work for SFRS is improved while reducing our carbon consumption as we work together over a country as geographically diverse as Scotland. We know by addressing our own organisational sustainability we can help Scotland achieve its ambition to be a more sustainable, prosperous and inclusive society.

9. OUR PRIORITIES

- 9.1 To deliver our Vision we propose eight overarching priorities for the Service. By focusing on these priorities over time we will transition our organisation to what Scotland needs us to be. Over time as our Vision is realised, through the work that we do, we will revisit these priorities to ensure they remain relevant to our strategic intentions and operating principles and to the needs of the communities we serve.
- 9.2 Our priorities are presented below to show how they connect most strongly to our operating principles. While each priority is listed against one principle, in reality they serve all our principles and strategic intentions.

Progressive	People-Centred	Inclusive	Connected
Our service delivery model will meet Scotland’s changing needs	We will be an organisation that works in agile and smart ways	Partnership working will be at the core of how we work	We will be driven by a deeper understanding of the needs of our communities
We will be innovative in our use of technology, data and information to change how we work	We will invest in developing leaders throughout the Service and train our staff to the highest standards	We will value difference, of views, experiences and backgrounds within our organisation	We will be a more environmentally sustainable organisation

10. WHERE OUR VISION WILL TAKE SFRS

- 10.1 As we develop our Draft Vision through our approach and the delivery of our priorities we will reshape key elements of our Service. We will target our resources more intelligently by using a more rounded understanding of risk to ensure we have the right resources in the right place to meet the different needs of communities across Scotland. We will work ever more closely with partners to prevent the circumstances that give rise to harm in households and communities from occurring. In doing this we will help make the transition of our services as seamless as possible. We will also refocus our energies on building more resilient and stronger communities who are able, willing and motivated to work with us in keeping their community safe. In doing all this, we will demonstrate the breadth of support we bring to communities and build their understanding of the many ways in which we touch and improve their lives. Community needs will define, shape and govern our actions.
- 10.2 For our operational services, our Vision means we will evolve the scope of our support to communities to keep them safe from harm. We will continue to develop our Service Delivery Model to better manage the peaks and troughs in demand for our existing services. This will mean we can use our resources in ways that are more beneficial to communities when the demands for emergency responses reduce. We will increase our role in providing life enhancing responses across Scotland in meeting the needs of communities. Our future workforce will work in more agile ways, using time and skill in ever more innovative ways to keep people and communities safe from harm. We will evolve new roles and duty systems to ensure we continue to employ people with the right skills and knowledge appropriate to the risks of the community they serve. While doing this our role as an emergency responder will remain a vital element of our support to communities. We will reshape our property, fleet, equipment and training to support our transition and ensure they act as enablers of our ongoing success in meeting the needs of communities. We will change our approach to Unwanted Fire Alarm Signals while continuing to safeguard people and property in a manner proportionate to risk. By doing this we will free up capacity and resources within the Service and dedicate these to further improving our training capability and to critically resource new service developments in meeting the needs of our communities. In support of those communities who are supported by our Retained and Volunteer Duty Systems, or on-call colleagues, we will implement new and flexible ways of working to allow more people to join the Service while still fulfilling their other work and life commitments.
- 10.3 We will always be a Service that responds when required, it's in the very core of who we are, but in changing we will increase our focus on preventing circumstances that require that response in the first place. We know that investing in the prevention of damaging circumstances for people and communities is a truly better and safer approach. By evolving our operational model, we aim to reduce the incidences that cause harm within our communities while offering a more dynamic response capability. We will develop blended work teams throughout the Service ensuring that we can better utilise a wide range of skills that map to the future demands facing the Service. Teams who work together, value everyone's contribution and who are dedicated to the safety and wellbeing of our communities will remain the cornerstone of how we work.
- 10.4 Changing our operational model means, we will need to support and help those who work within the Service to change with us. That means we will invest further in training, including making more use of technologies such as virtual and augmented reality to enable us to train to the highest standards while ensuring our staff are safe but also continuing to use live training exercises too. We will increase our joint training with relevant partners to improve how we work together in meeting the ever more complex demands we collectively face. We will increasingly adopt technologies that will keep our staff safe when on operational duty, including wearable technology that monitors the health and wellbeing of staff and using smart connective technology allowing us to better monitor and support teams as they work in the most challenging and dangerous of circumstances. We will ensure our Personal Protective Equipment continues to be of the highest standard as our commitment to the safety of our staff will never diminish.

- 10.5 We will also use new communications technologies to improve our connectivity on the operational incident ground and to help us work better with and in support of other partners when incidents demand it of us. New command and control technology will further enable us to make more dynamic use of our resources in managing incidents including how to make better use of partner information and data and community assets and resources.
- 10.6 Allied to this we will join up the data and information we can access to help us predict where incidents may occur, so that we can respond more swiftly and to better plan where we can take preventative actions. We will increasingly make use, with the proper safeguards in place, of the information generated by new technologies within people's own homes. Smart, integrated home and community technologies offer us new platforms with which to engage with people, understand their needs better and evolve how we can support them to meet their personal needs while meeting the wider needs of the broader community. We will use this complex data to design interventions that influence the behaviour of people to keep them safe. We will make appropriate data and information available on open data platforms and encourage people to engage with us to help us in understanding what the data tells us and we will use home based technologies to enhance the level of fire detection and suppression in homes throughout Scotland.
- 10.7 To help us change we will invest in our people to ensure they work better together in delivering common outcomes. We will invest in maintaining our core skills so that when called upon to respond we will do so with the highest level of skill, dedication and commitment required of us. We will invest in, support and help those who work within the Service to change how they work as the organisation changes and invest further in training to build and maintain the skills we need across the organisation. We will use more virtual and augmented reality to enable us to train to the highest standards while ensuring our staff are safe, whilst recognising the immense value in live training exercises which we will continue to use where appropriate.
- 10.8 We will invest in building the leaders and leadership skills we require to maintain our successes as we change. But the changing requirements of communities mean we will also need to develop new skills and new career opportunities by creating new types of roles within the Service. We will develop new career opportunities and pathways focused on prevention and community resilience building. We will ensure all our staff have good communication skills, the skills to make sense of complex data in decision making and skills that better enable us to influence the behaviour of people in keeping them safe. We will design our training and development procedures to ensure the right blend of skills is available to us where it is required, when it is required and in ways that reflect the particular needs of different communities across the country.
- 10.9 We will strengthen our team approach in co-designing services that meet community needs and we will fully integrate with and support a wide range of local partnerships. We will share property and assets with a wide range of partners across local communities and we will jointly fund posts with partners to ensure we maximise the value of our work in local communities.
- 10.10 We will also continue to build our organisational culture with our staff. We already are an organisation that values people and is respectful of them and we will continue to build a more inclusive culture with our staff. This in turn will make us stronger as an organisation because we value people and are respectful and tolerant of difference and the difference of perspective that different people bring. We will empower managers to make more decisions at the right levels of the organisation and reduce unnecessary bureaucracy and eliminate redundant organisational hierarchies. Our aim is that our people and the work they do will be valued as being at the heart of supporting local communities. We will also continue to ensure we have strong and supportive links to all staff representative bodies and engage them in the delivery of our Vision. Inclusion, collaboration and partnership working with our staff, their representatives, communities and our partners will shape how we work.

- 10.11 Agility will be at the heart of how we operate and we will target our resources more intelligently, ensuring the right resources are in the right place at the right time. Our future workforce will operate more flexibly, using time and skill in ever more innovative ways to keep people and communities safe from harm and design and deliver services in a co-productive way with communities and stakeholders. Ensuring we are a more environmentally sustainable organisation will be a key feature of our future and our aim is to be recognised as a leader in the public sector for our innovative approaches in reducing our carbon consumption. We will use electric and other non-fossil fuel vehicles across the whole fleet and we will modernise energy systems in our buildings to reduce the carbon we consume. We will also strengthen our approach to preventing wildfires to make a significant contribution to reducing the carbon impact of such fires. We will work with our partners to promote innovative and safe building techniques to prevent fires and support sustainable building construction methods. We will also change our operational and training equipment to low carbon equivalents and eliminate the environmental pollution arising from training exercises. We know a greener future for Scotland requires a greener future for the SFRS.
- 10.12 We will encourage all who work within the Service to engage with us in making decisions and to work with us in realising our Vision. SFRS works best when it works as a team and we will continue to build our culture to strengthen our team approach in sustaining our commitment to meeting the needs of our communities. Our reward in doing this will be the knowledge that we are acting as we always have; doing the right things for communities in protecting their safety and promoting their wellbeing.

11. NEXT STEPS

- 11.1 Our Vision marks a new phase in the change journey for the SFRS and it may take us a decade to fully realise. It will shape what we do, how we work, how we engage with people and how we will evolve to meet the challenges facing our communities and Scotland. It is the foundation for how we will build our Service for the future. Set out above are the steps we will take in meeting the challenges ahead. We are further committed to setting out the depth of the work and the detail of the planning that will be required in demonstrating how we will fulfil these ambitions. We will build this detail together with our staff, partners and communities in the months and years ahead. We will be steadfast in realising our Vision and we will work unceasingly to succeed in continuing to enhance the safety and wellbeing of our communities as we do so. Our actions, not simply our words, will bear testament to this. We do this because it is the right thing to do and because that is who we are. We are the Scottish Fire and Rescue Service. We invite you to join us on the journey ahead.

12. PUBLIC CONSULTATION QUESTIONS

As part of our public consultation on a long-term vision for the Scottish Fire and Rescue Service (SFRS), we'd like to hear your views on our plans for how the Service should evolve over the next decade and beyond.

Please take five minutes to complete our short questionnaire below.

You can send us your feedback by completing the consultation questions on pages 12-15 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.OurVisionConsultation@firescotland.gov.uk

Thank you.

About you

1. 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"/> local authority |
| <input type="checkbox"/> member of SFRS staff | <input type="checkbox"/> emergency service organisation
(please state which one) |
| <input type="checkbox"/> community group | <input type="checkbox"/> public sector body (please state which one). |
| <input type="checkbox"/> voluntary organisation | |

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

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

Survey questions

2. To what extent do you think our Draft Long-Term Vision is the right future vision for SFRS?

- | | | |
|---|--|--|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Disagree | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Strongly Disagree | |

What could we do to improve the Draft Vision for you?

3. Looking at the four strategic intents we've identified for achieving the long-term vision, to what extent do you agree with each of them?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Prefer Not To Say
Staff are safer, are better supported, are more satisfied and empowered					
Our communities are safer and their wellbeing is improved					
We are more adaptable in responding to changing risks across and between communities					
Our wider contribution to Scotland and our communities is recognised					

4. Looking at the eight proposed priorities we've identified for achieving the vision, to what extent do you agree with each of them?

	Strongly Agree	Agree	Disagree	Strongly Disagree	Prefer Not To Say
Our service delivery model will meet Scotland's changing needs					
We will be innovative in our use of technology, data and information to change how we work					
We will be an organisation that works in agile and smart ways					
We will invest in developing leaders throughout the Service and train our staff to the highest standards					
Partnership working will be at the core of how we work					
We will value different views and experiences					
We will be driven by a deeper understanding of the needs of our communities					
We will be a more environmentally sustainable organisation					

5. Are there any other comments you would like to make about our Draft Long-Term Vision? (Please enclose your comments on an additional sheet if needed.):

Positive Action

SFRS are committed to positive action to ensure fair representation and participation by those with a protected characteristic under equalities legislation. To help ensure we do this and if you're comfortable, please complete our equalities questionnaire. The questionnaire does not ask for any information that would identify an individual.

13. EQUALITIES MONITORING FORM

We would like to ask a few more questions about you. We have a duty to meet the needs of people across our diverse communities and it would help us to know the reach of our consultation exercise by knowing the range of people who gave us feedback. The Equality Act 2010 requires that we provide our services with equality of access to all of Scotland's diverse communities and one way we can assess and demonstrate this is by collating data.

The information we gather in this part of the consultation exercise will be used to help us understand the different priorities different community groups may have.

We have based our monitoring questions on the categories set for the 2022 Scottish census and have restricted the question set to only those we can use to provide us with information for evaluating the results of the consultation exercise. We will not use this information for any other purpose.

We can also use monitoring to determine whether our services are accessible, whether our policies have a disproportionate, unfair or positive impact on particular groups and whether members of those groups are satisfied with the service they receive. This section is **optional but we would be very grateful for your participation**. Any responses you do provide will be anonymised.

Please select only one answer for each question below.

1. Your Age

- Under 16
- 16-25
- 26-40
- 41-55
- 56-70
- Over 70
- Prefer not to say

2. Your Sex

- Female
- Male
- Prefer not to say

3 Trans - Do you consider yourself to be trans, or have a trans history? (for example, non-binary, trans man, trans woman)

- Yes
- No
- Prefer not to say

4. Your sexual orientation

- Heterosexual
- Gay/Lesbian
- Bisexual
- Prefer not to say

5. Disability

Do you have any of the following, which have lasted, or are expected to last, at least 12 months?

- Deafness or partial hearing loss
- Blindness or partial sight loss
- Full or partial loss of voice or difficulty speaking (a condition that requires you to use equipment to speak)
- Learning disability (a condition that you have had since childhood that affects the way you learn, understand information and communicate)
- Learning difficulty (a specific learning condition that affects the way you learn and process information)
- Developmental disorder (a condition that you have had since childhood which affects motor, cognitive, social and emotional skills, and speech and language)
- Physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)
- Mental health condition (a condition that affects your emotional, physical and mental wellbeing)
- Long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication)
- Other condition
- No Condition
- Prefer not to say

6. Caring Responsibilities

Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long-term physical / mental ill-health / disability; or problems related to old age?

- Yes – unpaid care provider full-time
- Yes – unpaid care provider part-time
- No
- Prefer not to say

7. Care Experienced

Care experienced means you are or were formally looked after by a local authority, in the family home (with support from social services or a social worker) or elsewhere, for example, in foster care, residential/secure care, or kinship care (with family friends or relatives) and you have not yet reached your 26th birthday.

- Yes
- No
- Prefer not to say

8. Ethnicity – what is your Ethnic Group?

Please select only one item

A. White

- Scottish
- Other British
- Irish
- Gypsy/Traveller
- Polish
- Roma
- Showman/Showwoman
- Other white ethnic group (Please write below)

B. Mixed or multiple ethnic groups

- Any mixed or multiple ethnic groups (Please write below)

C. Asian, Asian Scottish or British Asian

- Pakistani, Scottish Pakistani or British Pakistani
- Indian, Scottish Indian or British Indian
- Bangladeshi, Scottish Bangladeshi or British Bangladeshi

- Chinese, Scottish Chinese or British Chinese
- Other white ethnic group (Please write below)

D. African, Scottish African or British African

- African, Scottish African or British African (please write below - for example, NIGERIAN, SOMALI):

E. Caribbean or Black

- Caribbean or Black (please write in below - for example, SCOTTISH CARIBBEAN, BLACK SCOTTISH):

F. Other Ethnic Group

- Arab, Scottish Arab or British Arab
- Other, please write below (for example, SIKH, JEWISH)

G. Prefer not to say

-

9. Religion or Belief

- None
- Prefer not to say
- Church of Scotland
- Roman Catholic
- Other Christian (please write in denomination or school below)
- Muslim (please write in denomination or school below)
- Sikh
- Hindu
- Jewish
- Buddhist
- Another religion or body (please write in denomination or school below)



M.T.



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