

**S T R A T H C L Y D E**  
**F I R E & R E S C U E**



## **Corporate Strategy Report 2005 - 2006**

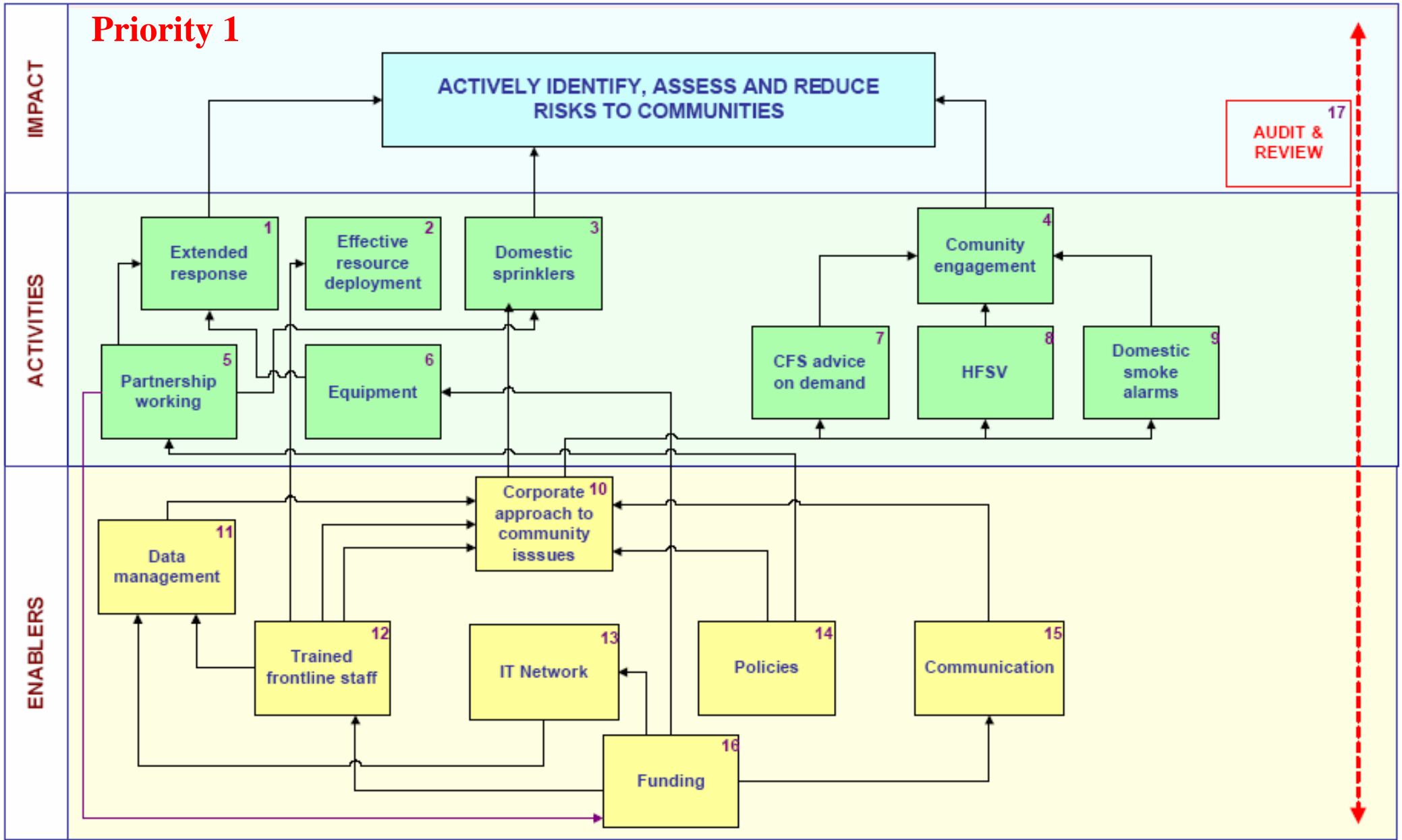
### **STRATEGY MAPPING SUMMARY AND RANKING SHEET**

**28<sup>th</sup> June 2005**

## SPECCTRe Analysis

### 1. Actively identifying, assessing and reducing the risks to communities

<b>Social</b>	<b>Political</b>	<b>Economic</b>	<b>Competitors</b>	<b>Customers</b>	<b>Technology</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>▪ Ageing Population</li> <li>▪ Declining Rural Population</li> <li>▪ Regenerating Communities</li> <li>▪ New Communities</li> <li>▪ Establishment</li> <li>▪ Potential hostility</li> <li>▪ Service image</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fire Bill</li> <li>▪ Local Government Act</li> <li>▪ Framework</li> <li>▪ Government (Election Imminent)</li> <li>▪ 2 years for Local Government &amp; Scottish Exec elections</li> <li>▪ Realignment of local authority areas</li> <li>▪ 3 year budget? Change of Government</li> <li>▪ Partnership working</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scot Exec Budget</li> <li>▪ Partnership Working</li> <li>▪ Index of multiple Deprivation</li> <li>▪ Efficiency Savings</li> <li>▪ Local authority Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outsourcing</li> <li>▪ Merged Functions (Best Value)</li> <li>▪ Privatisation</li> <li>▪ Potential reintroduction of CCT with a change of Government</li> </ul>	<ul style="list-style-type: none"> <li>▪ New Service Demands</li> <li>▪ Sea of change etc</li> <li>▪ Demographics</li> <li>▪ Raised Expectations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Firelink</li> <li>▪ E-Government / Commerce/ Procurement</li> <li>▪ System Dependent (Organisation)</li> <li>▪ Web Site (Embarrassing)</li> <li>▪ Corporate Communications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Freedom of information Act</li> </ul>

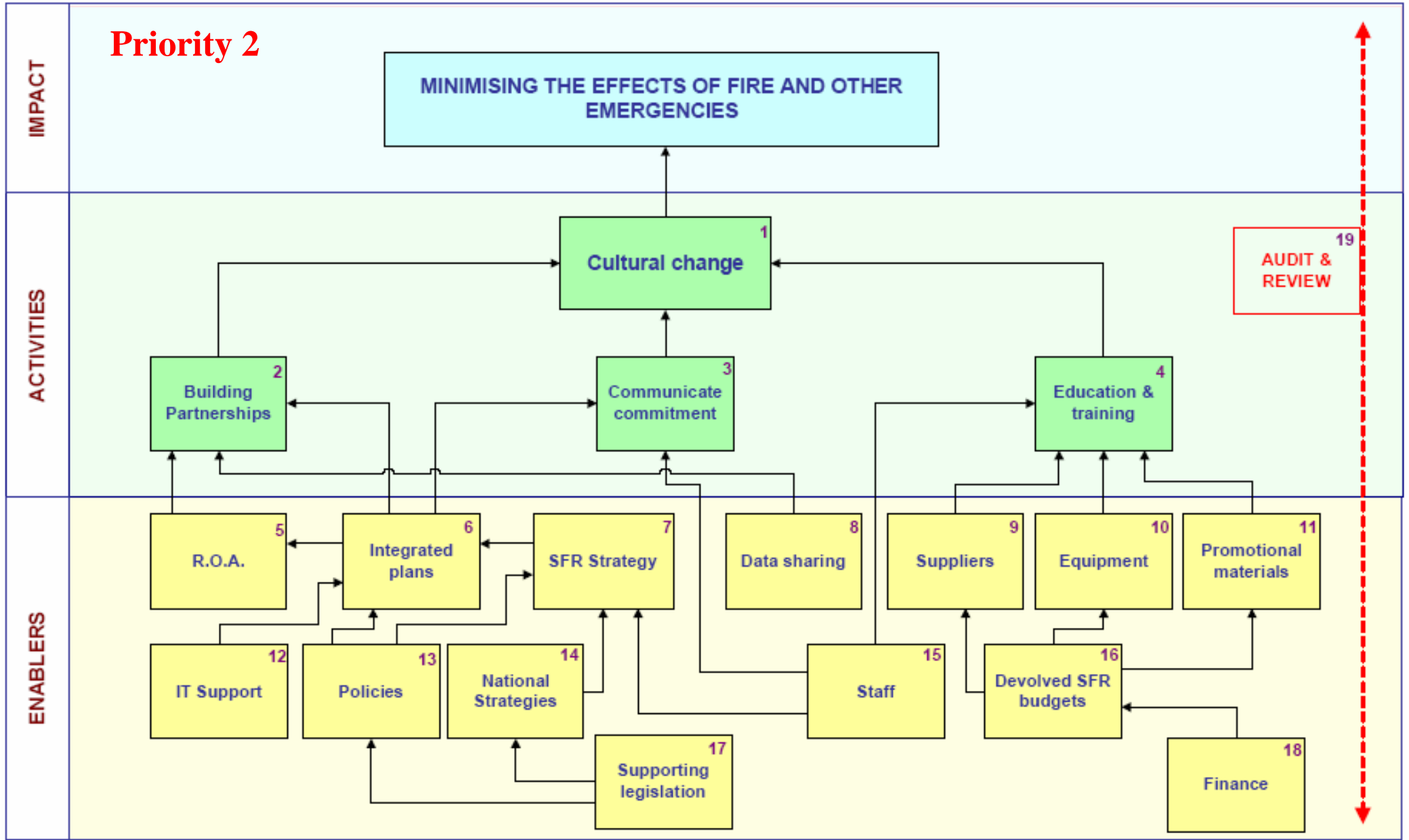


See note corresponding to number for details of contributory elements

## SPECCTRe Analysis

### 2. To minimise the effects of fire and other emergencies

<b>Social</b>	<b>Political</b>	<b>Economic</b>	<b>Competitors</b>	<b>Customers</b>	<b>Technology</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>▪ Changing demographics</li> <li>▪ Lifestyle change</li> <li>▪ Education</li> <li>▪ Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact of new legislation (e.g. smoking ban)</li> <li>▪ Government changes</li> <li>▪ Challenging Building Standards</li> <li>▪ Claw-back from Government Expenditure changes</li> <li>▪ Control changes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact of unemployment.</li> <li>▪ 'Hard to reach' groups</li> <li>▪ Changing economic stability of target groups</li> <li>▪ Regeneration outcome agreements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Possible privatisation of service</li> <li>▪ Best Value</li> <li>▪ Occupational health</li> <li>▪ Building control</li> <li>▪ Outsourcing via Best Value reviews</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic partners</li> <li>▪ Increased expectations</li> <li>▪ Business community</li> <li>▪ Joint objectives e.g. health &amp; education</li> <li>▪ New communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Modernisation</li> <li>▪ Improving communications</li> <li>▪ National agenda</li> <li>▪ Local communication development</li> <li>▪ Data sharing</li> <li>▪ Funding underlying infrastructure</li> <li>▪ Integration of technology</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fire (Scotland) Act</li> <li>▪ Local Government in Scotland Act 2003</li> <li>▪ Financial Orders</li> <li>▪ Audit Scotland/HMI conflicting objectives</li> </ul>

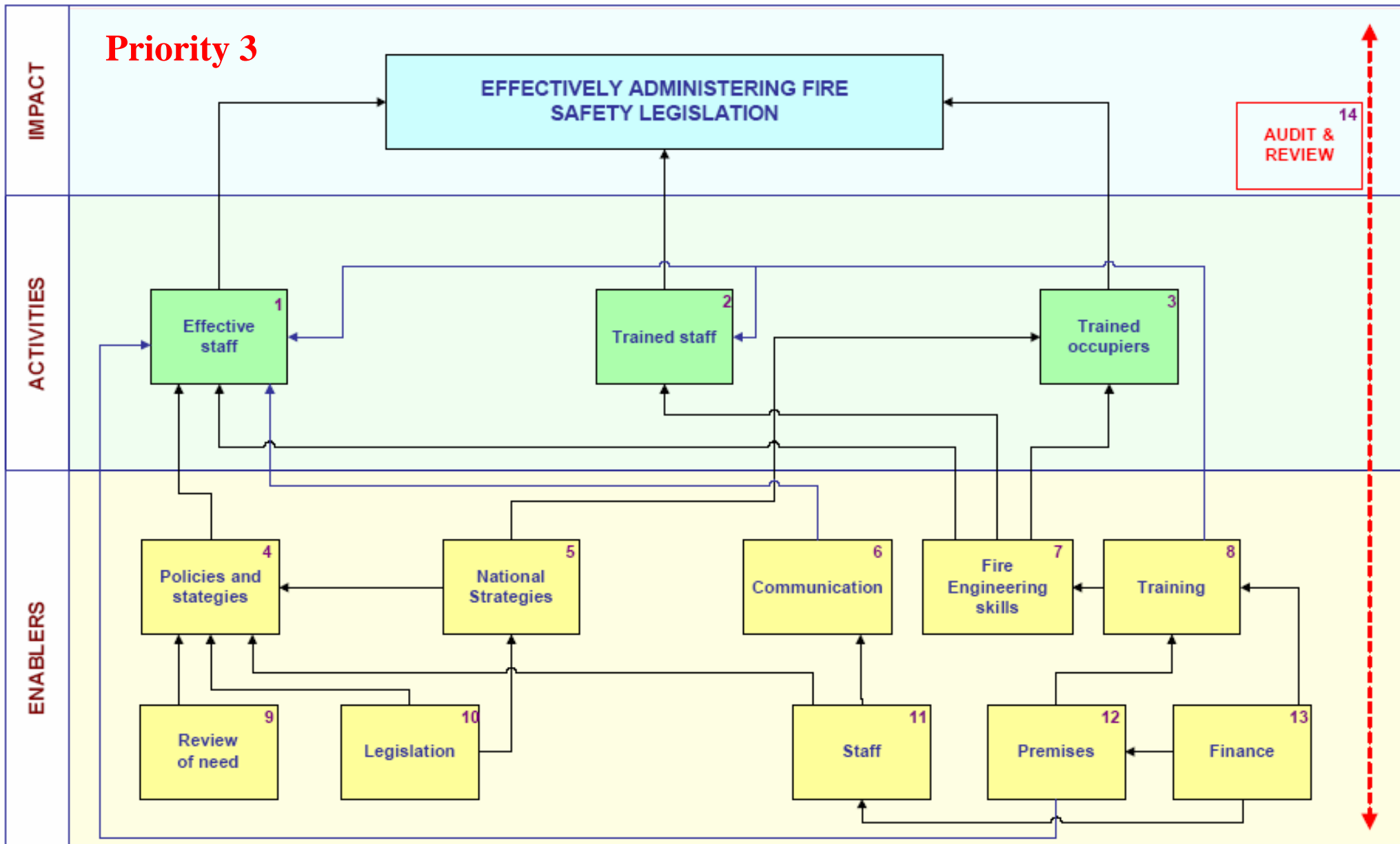


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## SPECCTRe Analysis

### 3. Actively administering fire safety legislation

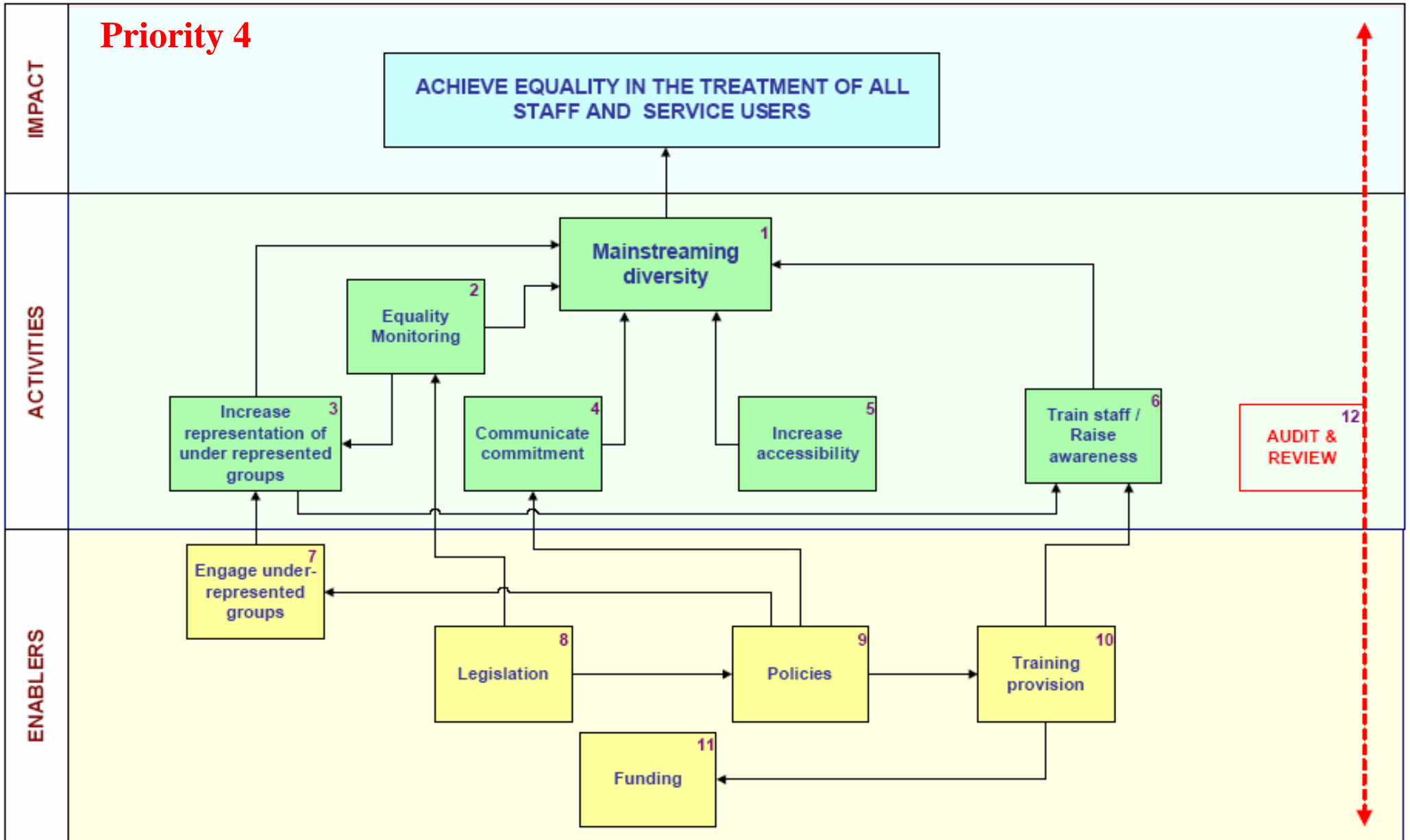
<b>Social</b>	<b>Political</b>	<b>Economic</b>	<b>Competitors</b>	<b>Customers</b>	<b>Technology</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>▪ New Users</li> <li>▪ Reluctance to comply</li> <li>▪ New legislation resulting in increased activity in previously designated premises (long term)</li> <li>▪ Rural safety needs may not be met (increased buildings)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduction of new legislation</li> <li>▪ Future challenge of government change of emphasis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pressure on SFR to carry out safety audits</li> <li>▪ Future changing regime for new legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Do we join the market?</li> <li>▪ Fire and rescue – ‘one stop shop’ for fire</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sharp increase in number of users</li> <li>▪ Changes to consultation processes for some groups (SBSA)</li> <li>▪ Communication strategy for businesses</li> <li>▪ Rural needs met</li> </ul>	<ul style="list-style-type: none"> <li>▪ E-advice provision vital for customers</li> <li>▪ Web site</li> <li>▪ Staff providing on-site inspections and reporting</li> <li>▪ IT to cover all SFR areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance indicators</li> <li>▪ Scottish Building Standard agency legislation changing</li> </ul>



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#### 4. Achieving equality and fairness in the treatment of all staff and service users

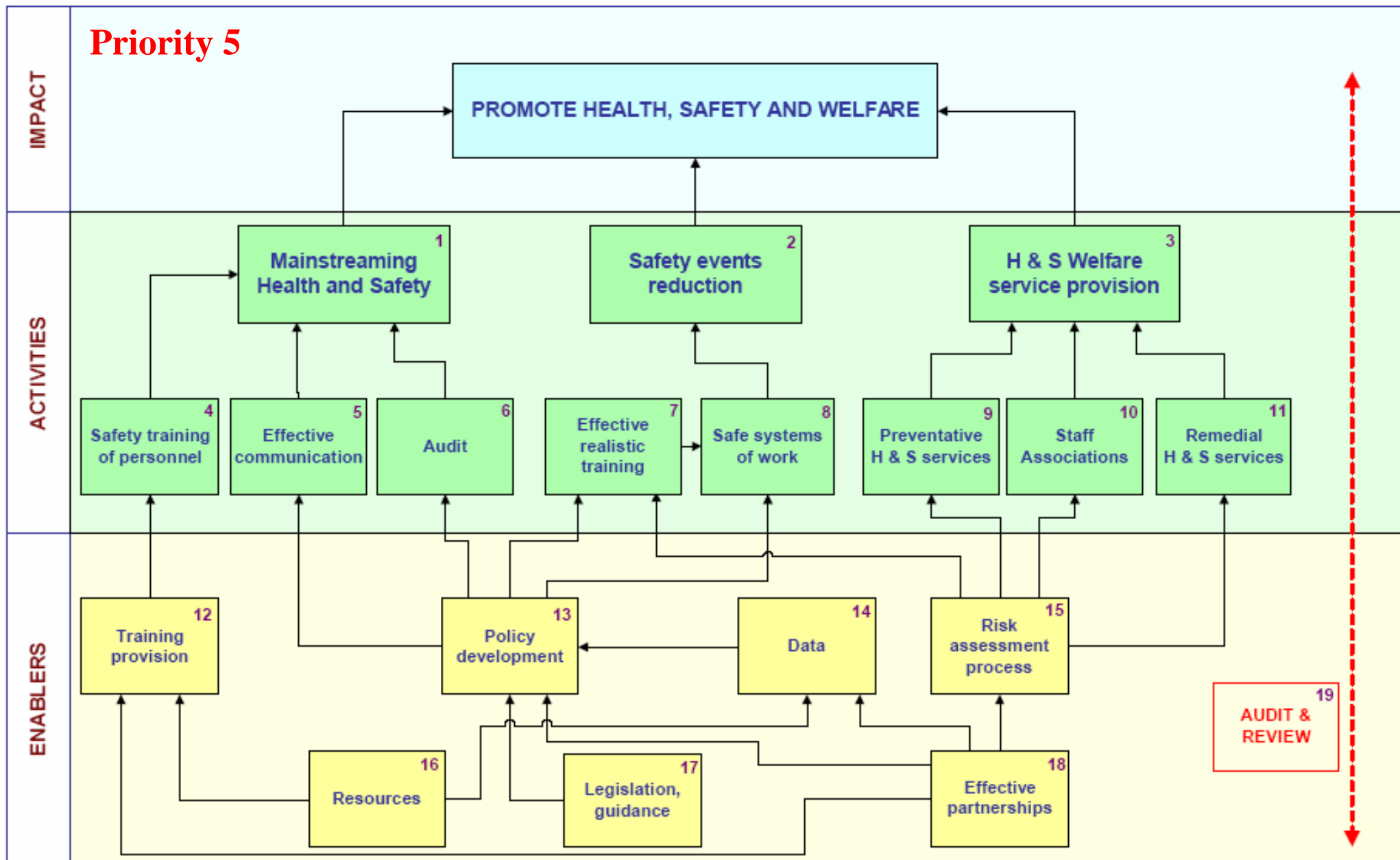
<b>Social</b>	<b>Political</b>	<b>Economic</b>	<b>Competitors</b>	<b>Customers</b>	<b>Technology</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>▪ Marketing to different stakeholders</li> <li>▪ Changed service focus</li> <li>▪ Cultural aspects – understanding</li> <li>▪ Social environment</li> <li>▪ Driving change – aging population, immigrant groups, new communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ DDA</li> <li>▪ Pressures</li> <li>▪ Unachievable targets</li> <li>▪ Does the Vision set us up to fail?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consideration of continuing employment – pensions, etc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Changes in political attitudes towards uniformed emergency services</li> <li>▪ Better marketing by these organisations to attract potential employees</li> </ul>	<ul style="list-style-type: none"> <li>▪ DDA</li> <li>▪ Communication</li> <li>▪ Conflicting expectations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recording and monitoring, e.g. personnel system</li> <li>▪ Up to date information – personnel management</li> <li>▪ Efficient government – possible access to improvement funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recording and monitoring, e.g. personnel system</li> <li>▪ Up to date information – personnel management</li> <li>▪ Efficient government – possible access to improvement funding</li> </ul>



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## 5. Promote health, safety and welfare

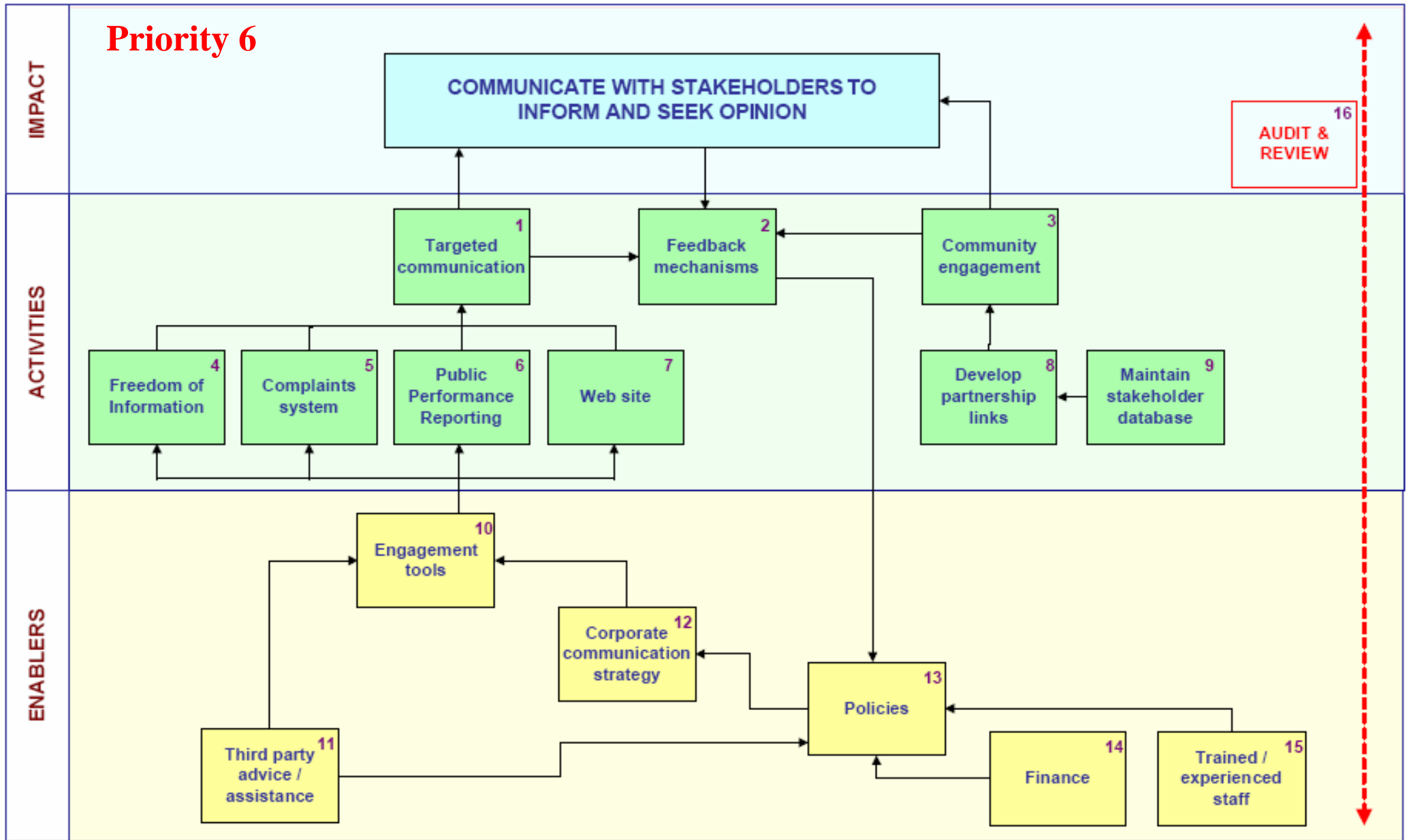
<b>Social</b>	<b>Political</b>	<b>Economic</b>	<b>Competitors</b>	<b>Customers</b>	<b>Technology</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>▪ Mainstream - positive attitude</li> <li>▪ Absence rate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate manslaughter</li> <li>▪ No win - no fee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost of claims</li> <li>▪ Availability of workforce</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standards &amp; targets</li> <li>▪ Representative bodies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recording and reporting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvement notice</li> <li>▪ Occupational Health review</li> <li>▪ Imposed targets</li> </ul>



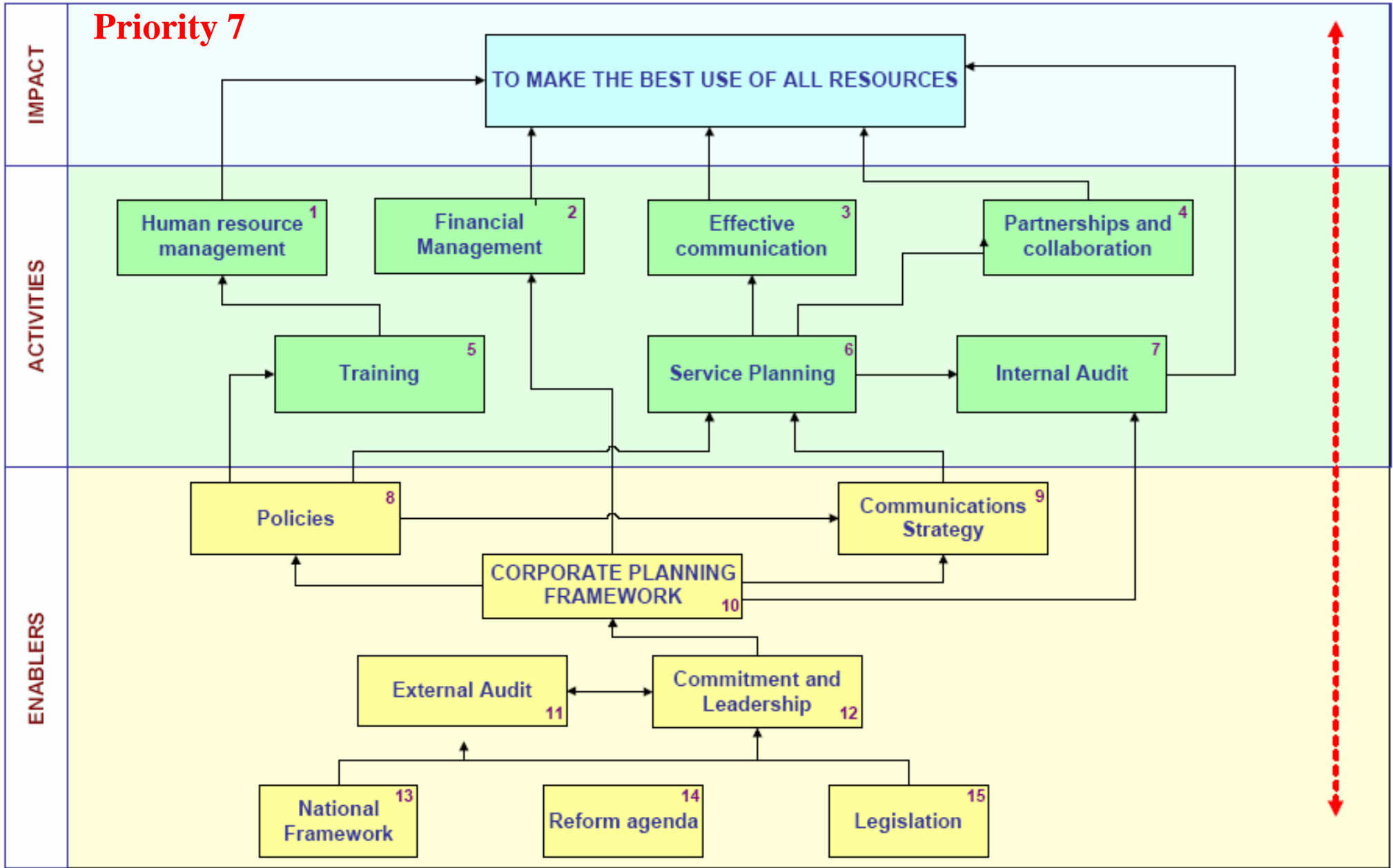
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## 6. Communicate with stakeholders to inform and seek opinion

<b>Social</b>	<b>Political</b>	<b>Economic</b>	<b>Competitors</b>	<b>Customers</b>	<b>Technology</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>▪ Marketing – the public don't know what we do</li> <li>▪ Inform and listen</li> <li>▪ Expectations of adequate communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Getting better</li> <li>▪ Corporate governance driving improvement and standards</li> <li>▪ PPR</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standards of living and expectations impact</li> </ul>	<ul style="list-style-type: none"> <li>▪ Other public, private &amp; voluntary sectors have more experience of this e.g. police</li> <li>▪ Expectations of competitors</li> <li>▪ Priorities</li> <li>▪ Current reactive communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to develop stakeholder register</li> <li>▪ Raised expectations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvement</li> <li>▪ Appropriate medium for each differing stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public Performance Reporting – Scottish Executive</li> </ul>



See note corresponding to number for details of contributory elements



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<b>Priority 1: Actively identify, assess and reduce risks to communities</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1	Corporate approach to community issues		
2	Data management		
3	Trained frontline staff		
4	IT Network		
5	Policies		
6	Communication		
7	Funding		

<b>Priority 2: Minimising the effects of fire and other emergencies</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1	Regeneration Outcome Agreements (ROA)		
2	Integrated plans		
3	SFR Strategy		
4	Data sharing		
5	Suppliers		
6	Equipment		
7	Promotional materials		
8	IT support		
9	Policies		
10	National strategies		
11	Staff		
12	Devolved SFR budgets		
13	Supporting legislation		
14	Finance		

<b>Priority 3: Effectively administering fire safety legislation</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1	Policies and strategies		
2	National strategies		
3	Communication		
4	Fire engineering skills		
5	Training		
6	Review of need		
7	Legislation		
8	Staff		
9	Premises		
10	Finance		

## **SCORING SYSTEM**

### **Importance**

**High importance** 3

**Medium importance** 2

**Low importance** 1

### **Development**

**Highly developed** 1

**Partially developed** 2

**Under developed** 3

<b>Priority 4: Achieve equality in the treatment of all staff and service users</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1 Engage under-represented groups			
2 Legislation			
3 Policies			
4 Training provision			
5 Funding			

<b>Priority 5: Promote health, safety and welfare</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1 Training provision			
2 Policy development			
3 Data			
4 Risk assessment process			
5 Resources			
6 Trained / experienced staff			
7 Effective partnerships			

<b>Priority 6: Communicate with stakeholders to inform and seek opinion</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1 Engagement tools			
2 Corporate communication strategy			
3 Policies			
4 Third part advice/assistance			
5 Finance			
6 Trained / experienced staff			

<b>Priority 7: To make the best use of all resources</b>			
<b>Enabler</b>	<b>Importance</b>	<b>Development</b>	<b>Priority</b>
1 Policies			
2 Communications strategy			
3 Corporate Planning Framework			
4 External Audit			
5 Commitment and leadership			
6 National Framework			
7 Reform agenda			
8 Legislation			

## **SCORING SYSTEM**

### **Importance**

**High importance 3**

**Medium importance 2**

**Low importance 1**

### **Development**

**Highly developed 1**

**Partially developed 2**

**Under developed 3**