

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2021/22

April 2021 – March 2022

Safety. Teamwork. Respect. Innovation.

Introduction

To strengthen SFRS's business planning arrangements, the Service created a 'Strategic Plan Three-Year Programme of Work' which details how we will achieve our strategic objectives over the lifetime of the Strategic Plan 2019-22.

This Annual Operating Plan is derived from this overarching corporate plan and has 27 actions that will be carried out throughout this reporting year.

The Annual Operating Plan 2021/22 has been structured to show the actions we will take to achieve the four outcomes set within the Strategic Plan 2019-22, see below. Although work for Directorates may naturally fall into just one on the below Outcomes, it is important to note that no single Directorate is responsible for the sole delivery of any of the Outcomes.

- **Outcome 1** – Our collaborative and targeted **prevention** and protection activities improve community safety and wellbeing and support sustainable economic growth
- **Outcome 2** – Our flexible operational model provides an effective emergency **response** to meet diverse community risks across Scotland
- **Outcome 3** – We are a great place to work where our **people** are safe, supported and empowered to deliver high performing innovative services
- **Outcome 4** – We are fully accountable and maximise our **public value** by delivering a high quality, sustainable fire and rescue service for Scotland.

The Annual Operating Plan is made up of key improvement actions. Many these actions are wide-reaching and significant in scale, and as such, there will be a requirement to carry these forward into future years for completion. Progression of actions during this specific operating period will be demonstrated through the achievement of specific key milestones. Only those milestones scheduled to commence in this operating period have been included within this plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Operating during COVID-19

This Plan was created during the second national lockdown in Scotland as a result of the coronavirus pandemic. We have considered this operating landscape and our amended working practices during its development. However, it remains impossible for now to know the longer-term impact the virus will have upon the Service and staff.

As the Service emerges from the initial impacts of the national lockdown and moves from a response to a recovery, reset and renew mode, the implications on how the Service works and the issues we will have to manage will become more apparent. The Senior Management Board (SMB) will oversee all recovery work on behalf of the Service, and this will have significant impacts for all directorates. As the scale and impact of that work becomes apparent it will also have an impact on the content of the Annual Operating Plan 2021/22. We fully anticipate that the impact on our staff will be significant as we re-orientate towards and through the recovery period. Consequently, this will have significant impacts on the workloads of all directorates.

At this stage of the planning process the full impacts of recovery work are not fully known. It is certain that new actions for directorates will arise over the course of the year and will be incorporated into the Annual Operating Plan. Conversely, this may mean actions currently included are amended or postponed into future years as directorates re-prioritise their workloads accordingly. Any such changes will be managed

through the SMB and will be reported to both the Strategic Leadership Team (SLT) and the Board for scrutiny purposes.

As such, this document will remain flexible ensuring that we can amend matters as new priorities arise within our changing operating environment. As the Plan changes, an updated version will be published with any new activities or updates clearly highlighted.

Actions will be progressed where possible, but our primary focus will be to continue to protect our people so that they can keep delivering an effective service for Scotland.

Monitoring Progress

The Head of Governance, Strategy and Performance will lead the production and co-ordination of the Annual Operating Plan and subsequent quarterly updates on behalf of the SMB. Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Combined Risk and Performance Report. These will be monitored by the SMB who will adopt a planning and performance scrutiny role. Reports will then be shared with the SLT and the Board for scrutiny and/or noting.

SMB, who also scrutinise our Portfolio of Projects, will give our senior managers insight into the delivery requirements of our strategic activities and ensure effective delivery.

Business as Usual Activity

The Annual Operating Plan complements the many business as usual (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day to day activities of a function, team or individual which are essential to the sound operation and delivery of our services. Although not included in the Annual Operating Plan, these activities require significant resources from each of our Directorates. The planning processes implemented when developing this Plan, however, ensure that the Annual Operating Plan is flexible enough that it can be delivered alongside our BAU activities.

Each day our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort is expended in making sure our crews and commanders are sufficiently prepared and trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In carrying out our day to day business we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public through various accessible communication platforms, which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day to day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health and wellbeing support arrangements to ensure that

our people feel valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

Portfolio Office

As well as our BAU activity and the Annual Operating Plan actions that follow, key change and improvement projects will also be progressed during the year. Determined by the high level of risks associated with their delivery, these projects will be managed and scrutinised through our Portfolio Office arrangements.

Different from the actions of the Annual Operating Plan, these projects will be overseen by our Senior Management Board, as a Programme Office Board, and progress scrutinised by the relevant Committee.

Further work on our forward planning will be carried out during this year to understand more fully the combined impact of Improvement Projects, Annual Operating Plan actions and BAU on our capacity.

The list on the following page indicates what projects we are progressing this year. Please note that this list is current as at April 2021 and may be revised during the year:

Outcome	Programme	Project	Scope	Start Date	Due Date
1 – Prevention	Change Portfolio	Safe and Well	To build on our existing Home Fire Safety model and incorporate wider Health and Social Care considerations to support those most at risk.	Apr-18	Sep-21
2 – Response	Change Portfolio	Mass Casualty Events	To be confirmed.	TBC	TBC
	Operations Function	RVDS Strategy	To maximise the use and associated benefits of on-call firefighters. This will ensure the provision of an appropriate balance for prevention and protection, and emergency response to communities across Scotland.	Sep-18	Mar-23
	Service Delivery Model	Demand Based Watch Duty Systems	To create a more efficient alignment between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Mar-23
	Service Delivery Model	Community Risk Index Model	To deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. The model will be accredited by Edinburgh University.	May-19	Mar-23
	Major Projects	Command and Control Phase 2	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of the organisation in terms of improving Firefighter and community safety. The initial stage of the Programme has been completed with the integration of eight Operations Controls into three. The focus of the Programme will now be on the delivery of the Command and Control Mobilisation System Project outcomes.	Jan-14	Dec-21
	Major Projects	Emergency Services Network Implementation (ESN)	To plan and implement the transition from Airwave to ESN within the stated timescales, ensuring that the operational impact to SFRS is minimised. This	May-19	Mar-24

			work will also ensure full integration of the ESN to the new Command and Control System and all associated back office systems.		
3 – People	Major Projects	Protection of Vulnerable Groups (PVG) Scheme	To determine the type of activities undertaken by SFRS employees that fall within the scope of regulated work, and thereafter to implement a plan/timeline for all employees carrying out such work to join the PVG Scheme. The primary focus is on uniformed staff, however a review of all SFRS job roles will also be completed to ensure a standard approach to PVG Scheme membership requirements across the Service.	May-19	Sep-21
4 – Public Value	Major Projects	McDonald Road Redevelopment and Museum of Fire	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern fire station, City of Edinburgh Local Senior Officer headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.	Apr-17	Oct-21
	Major Project	People, Training, Finance and Asset Management System	To deliver a fully integrated solution that meets the functional and business needs. The programme will realise a number of business benefits for SFRS including improved access for managers to business data, improved business reporting, improved platform to manage staff rosters, an improved user experience and create business capacity through the automation of processes.	Jun-19	Mar-24
	Major Projects	West Asset Resource Centre	To design and construct modern, fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located on a vacant site at Cambuslang to the east of the National HQ and Training Centre site.	Aug - 20	Dec-22

Strategic Outcome 1: Prevention

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

S01: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy. (Year 2 of 2)	Conduct options appraisal of models for responding to Automatic Fire Alarm actuations, and identify preferred option following public consultation.	Jan-21	Dec-21	Service Delivery (P&P)	SR2, SR3
	Develop plan for implementing preferred option.	Jan-22	Mar-22		

Purpose: This action forms part of a programme of work that has commenced to prioritise and manage the change from the Service's existing UFAS approaches to a new UFAS Demand Management Framework. The Framework will integrate key strategies, including resource allocation and partnership working and provide clarity and cohesiveness on what we will be doing to reduce UFAS and how we will work with partners to tackle the challenges of reducing the unwanted Automatic Fire Alarms (AFA) that cause them in the first place.

SO1: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation. (Year 2 of 3)	Review existing Youth Engagement and Adult Safeguarding materials and associated policies to ensure they are in line with legislation and reflect service/community requirements.	Apr-20	Sep-21	Service Delivery (P&P)	SR3, SR4
	Design a training framework for personnel and volunteers to ensure robust health and safety and safeguarding for CYP operational drills.	Apr-21	Apr-22		
	Review SFRS and external national policy to identify legislative duties, and / or named partner role in relation to safeguarding.	Apr-21	Jun-21		
	Identify how SFRS can meet legislative duties identified through the provision of guidance and training and provide recommendations for implementation.	Apr-21	Sep-21		

Purpose: This action will ensure compliance with relevant legislation. It will also promote diversity and help to ensure that young people are safe from fire and personal harm. The review of adult safeguarding will ensure legislative compliance and assist with agreed adult safeguarding referral pathways. Understanding the contributory factors, missed intervention opportunities, trends and

outcomes from Case Conferences ensures that SFRS can adjust strategy and tactics to target the members of our communities at risk.

S01: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance. (Year 1 of 1)	Agree and implement a SFRS specific competency Framework that will outline the competency standards and skills required of FSE teams.	Apr-21	Mar-22	Service Delivery (P&P)	SR3, SR4, SR5
	Seek and produce a development pathway for FSE that will maintain skills and provide a dedicated promotion pathway within the function.	Apr-21	Mar-22		
	Implement and procure an accredited training package for new Fire Safety Enforcement and Fire Engineering officers which aligns to the agreed Competency Framework.	Apr-21	TBC		
	Undertake a review of the risk rating methodology to determine local and national priorities in line with the National Fire Chiefs Council review into Risk Based Inspection Programs.	Apr-21	Mar-22		

Purpose: Following the work undertaken post Grenfell, the importance of competency is being reinforced across all sectors. This action will reduce risk to the organisation from challenge in competency and provide a framework to ensure all FSE teams are adequately trained, skilled and maintaining their competence. This will also retain the skills developed within the function through a development pathway and consider any revisions required to manage community risk.

S01: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Manage the commissioning of the new SFRS museum. (Year 1 of 1)	Identify and agree the Museum layout and exhibits.	Apr-21	May-21	Service Delivery (P&P)	SR3, SR5
	Agree the Museum resources and organisation, including recruitment of staff.	Apr-21	Aug-21		
	Construction and fit-out of the Museum.	Jun- 21	Sep-21		
	Recruit volunteers and develop policies and procedures to operate the Museum.	Apr-21	Sep-21		
	Open the Museum to the Public.	Sep-21	Nov-21		

Purpose: SFRS are committed to the design and development a fire museum, located at McDonald Road, Edinburgh, to showcase Scotland’s rich fire history. This action will see SFRS work with the Fire and Rescue Heritage Scotland Board to commission and develop *The Museum of Scottish Fire Heritage*. The Museum will act as a key engagement tool for the Service, supporting Prevention and Protection work through the museum content and associated engagement sessions.

Strategic Outcome 2: Response

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

SO2: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Complete the development phase to produce and publish an SFRS Operations Strategy. (Year 2 of 2)	Production of an Operations Strategy.	Apr-21	Mar-22	Service Delivery (Operations)	SR1, SR3, SR8

Purpose: This action will see the production of a coherent strategy that details how Service Delivery will support the SFRS Strategic Plan. It will help identify how we will provide greater access to specialist resources tailored to local needs; protect and enhance the frontline; and will improve community resilience through partnership working and collaboration.

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and deliver a number of national events taking place across Scotland during 2020/21 and ensure that SFRS Operational Response remains resilient throughout these events. (Year 2 of 2)	Conference of the Parties (COP26) - Planning.	Dec-19	Nov-21	Service Delivery (Operations)	SR3
	COP26 - Engagement with multi-agency partners.	Dec-19	Nov-21		
	COP26 - Delivery.	Oct-21	Nov-21		
	COP26 - Recovery.	Nov-21	Dec-21		
	COP26 - Reporting/Debrief.	Nov-21	Mar-22		

Purpose: This action will ensure that SFRS has C3 (command, control and coordination) preparations in place to deal with the expected impact over and above business as usual for significant, planned national events. The above milestones relate to the specific actions for this reporting year.

SO3: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Introduce a Clinical Governance regime for Operational Patient Care. (Year 1 of 1)	Prepare and deliver a Memorandum of Understanding between the SFRS and the Scottish Ambulance Service for Clinical Governance.	Apr-21	Jul-21	Training, Safety and Assurance	SR1, SR3, SR4, SR5, SR6, SR7.
	Oversee a Clinical Governance Review of current medical / trauma training and practices within SFRS.	Aug-21	Dec-21		
	Produce a report with recommendations arising from the Clinical Governance Review.	Jan-22	Feb-22		

Purpose: This action will introduce clinical governance which is embedded in all aspects of first aid and casualty care. As we provide casualty care to members of the public who are injured at the scene of an emergency incident, clinical governance will ensure that appropriate risk assessments are made and training needs are defined, relevant and delivered to the required standards with equipment that is fit for purpose.

Strategic Outcome 3: People

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

SO3: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values. (Year 2 of 3)	Implement the Building the Future Together Programme (Organisational Effectiveness and Staff Engagement Framework) enabling the foundation and conditions for the delivery of the Future Vision.	Oct-20	Sep-23	People and Organisational Development	SR5

Purpose: This action will see the implementation of the Building the Future Together Programme. This Framework aims to create the environment and conditions to support our workforce to think innovatively, empower our leaders, build on our skills, competencies and behaviours and deliver a service that is 'fit for the future'. All of this must be built on a foundation of clear structures, systems and processes to ensure that our organisational infrastructure can support the future direction of travel.

SO3: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Strategic Workforce Planning and Resourcing. (Year 1 of 2)	Strengthen and continually review our approach to Strategic Resource Planning, ensuring that SFRS current and future workforce needs are understood and planned for.	Apr-20	Mar-23	People and Organisational Development	SR5
	Develop and deliver a recovery strategy for of all staff groups to address impact of reduced resourcing activity due to the COVID-19 pandemic.	Apr-21	Mar-23		
	Progress a review of Recruitment and Selection methods and assessments for all staff groups and deliver a continuous improvement programme of activity to ensure all associated processes and practices are consistent, fair and transparent.	Apr-21	Mar-23		

Purpose: This action will ensure a strategic focus is maintained on our ability to have our workforce resourced to delivery our statutory responsibilities.

SO3: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels. (Year 3 of 3)	Implement Leadership Development Centres in support of the SFRS Strategic Workforce and Resource Plan priorities and wider succession planning.	Apr-20	Mar-22	People and Organisational Development	SR5
	Complete virtual implementation and evaluation of the Leadership for Change Programme across identified Middle and Strategic Manager target audience.	Apr-20	Sep-22		
	Review Learning Needs Analysis arrangements and implement learning partner arrangements to remain responsive organisational operating environment and employee requirements.	Apr-21	Mar-22		

Purpose: This action will enable us to continue to strengthen the leadership capability and capacity at all levels within the Service via the delivery of our Leadership Development Programmes, in line with the business planning cycle. The implementation of learning partner arrangements will enable responsive alignment of development initiatives and resources to complex and uncertain organisational operating environment and resulting employee requirements.

SO3: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles. (Year 2 of 4)	Deliver planned actions as detailed in the Clinical Governance Action Plan structured around the key themes of Clinical Audit, Clinical Effectiveness, Staff Management, Education and Training, Service User Experience, Information Management.	Apr-20	Mar-24	People and Organisational Development	SR4, SR5
	In collaboration with external partners, undertake research project to inform SFRS fire ground fitness assessment and introduce muscular strength and endurance assessments.	Apr-21	Mar-22		

Purpose: This action will provide proactive and innovative approaches to support managers and staff to ensure that individuals have the physical abilities to be safe and effective in their role and reduce periods of absence associated with health conditions. This will include the promotion and development of physical fitness to reduce risk of individuals being removed from operational duty due to physical fitness, reduce risk of musculoskeletal injury and associated absence.

SO3: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the Mental Health Strategy to promote and mainstream positive mental health. (Year 1 of 3)	Integrate mental health and wellbeing into training and leadership development programmes.	Apr-21	Mar-23	People and Organisational Development	SR4, SR5
	Establish and implement the annual health campaign calendar.	Apr-21	Mar-22		
Purpose: This action will help to ensure that the mental health and wellbeing of our staff is supported by providing early and ongoing tools and interventions to help prevent long-term absences relating to mental health. It also aims to develop a culture of openness and stigma reduction by providing mental health awareness and training to support managers' awareness of mental health issues and provide guidance on how to support employees.					

SO3: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System (HSMIS). (Year 2 of 2)	Launch Premise Inspection, Risk Assessment and Manual Handling Assessment modules.	Apr-21	Jun-21	Training, Safety and Assurance	SR4, SR5
	Complete programme of technical design and development of: Workplace Transport; First Aid; and Control of Substances Hazardous to Health Regulations.	Apr-21	Jul-21		
	Test and launch modules: Workplace Transport; First Aid; and Control of Substances Hazardous to Health Regulations.	Jul-21	Sep-21		
	Complete programme of technical design and development of PUWER and Fire modules.	Jul-21	Oct-21		
	Test and launch PUWER and Fire modules.	Nov-21	Feb-22		
Purpose: This action will provide SFRS with an electronic system to record and monitor Health and Safety events reducing the administrative burden on staff and increasing reporting capability. The system will reflect SFRS' procedures, templates, policy and statutory requirements e.g. risk assessments and manual handling.					

SO3: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Communications and Engagement Strategy for 2021-23. (Year 1 of 2)	Review and benchmark communications strategies from other organisations.	Jul-21	Sep-21	Strategic Planning, Performance and Communications	SR8
	Engage with Strategic Leadership Team/Senior Management Board to identify what gaps need to be addressed in an SFRS Communications and Engagement Strategy.	Jul-21	Sep-21		
	Draft overarching Communications Strategy framework and principles and identify key areas for development.	Oct-21	Dec-21		
	Publish final Communications and Engagement Strategy.	Jan-22	Mar-22		
Purpose: This action will provide a document that outlines how we plan to communication with our staff, the public and our stakeholders. The Strategy aims to improve communications to these groups leading to them being better informed and engaged with our activities and messaging.					

Strategic Outcome 4: Public Value

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

SO4: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems. (Year 2 of 3)	Recruit and embed additional Cyber Security staff in ICT.	Apr-21	Sep-21	Service Development	SR6, SR5
	Complete actions from annual penetration test.	Apr-21	Mar-22		
	Develop and implement annual cyber security training refresh for all staff.	Jul-21	Dec-21		
<p>Purpose: Cyber threats to SFRS continue to develop and require continuing vigilance, controls and awareness to protect SFRS systems and infrastructure. This action aims to introduce measures that minimise the opportunity for cyber-attacks, including the use of technical controls within the ICT function and the provision of training to all staff to ensure that they can identify cyber security risks and know how to report them.</p>					

SO4: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the new Wide Area Network. (Year 1 of 1)	Complete pre-implementation activity including approved design.	Apr-21	Jun-21	Service Development	SR6
	Implement high priority sites.	Apr-21	Dec-21		
	Complete full implementation to all sites.	Sep-21	Mar-22		
<p>Purpose: This action aims to develop and further strengthen our ICT infrastructure by providing improved robustness and resilience of connectivity at all SFRS locations via the implementation of a new Wide Area Network.</p>					

SO4: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop and publish the SFRS Digital Strategy 2021-2024 (Year 1 of 1)	Complete research and development for the Digital Strategy.	Apr-21	Jun-21	Service Development	SR6
	Carry out consultation and engagement.	Jul-21	Oct-21		
	Gain approval and publish the SFRS Digital Strategy.	Oct-21	Dec-21		

Purpose: This action will provide a document that outlines the Service's strategy for digital transformation in line with our future's vision and the SFRS Strategic Plan.

SO4: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambition and change portfolio. (Year 1 of 1)	Appointment of Change Management posts in line with 2020 Structure Review and available financial envelope.	Apr-21	Mar-22	Service Development	SR7, SR8
	Appointment of Change Delivery posts in line with 2020 Structure Review and available financial envelope.	Apr-21	Mar-22		
	Appointment of Change Support posts in line with 2020 Structure Review and available financial envelope.	Apr-21	Mar-22		

Purpose: The Service Development Directorate was formed in March 2020 with the overarching purpose of providing the bridge between strategy and implementation, through the coordination of activity and delivery of access to a full suite of change management, change delivery and service improvement capabilities, all within a single location. This action will see the creation of an appropriate Directorate structure with the embedded capacity and capability required to deliver against the SFRS change ambition and agreed change portfolio.

SO4: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Portfolio, Programme and Project approach to managing change across the SFRS. (Years 2 of 2)	Managing Successful Programmes Training.	Nov-20	Mar-22	Service Development	SR7, SR8
	Senior Responsible Officer and Executive Lead Training for Strategic Leadership Team and Senior Management Board.	Apr-21	Mar-22		

Purpose: This action will introduce a Portfolio approach, replacing the previous programme approach, to delivering change that will assist us to successfully manage major projects on time and to cost. Additionally, this approach helps us meet the requirements of the Government Gateway Review carried out in February 2020.

SO4: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Year 2 Actions from the Carbon Management Plan 2020-2025 (Year 2 of 5)	Install Electric Vehicle Charging to corporate hubs and rural wholetime Watch Manager Stations.	Apr-21	Mar-22	Finance and Contractual Services	SR8, SR7, SR6, SR4
	Photo voltaic installations to corporate hubs and larger wholetime stations.	Apr-21	Mar-22		
	Installation of Building Management Systems to larger premises.	Apr-21	Mar-22		

Purpose: Our Carbon Management Plan, in response to the Scottish Government's Emergency Climate, is a legislative commitment. This action will see delivery of our Year 2 actions within the Plan which seek to reduce of carbon footprint and provide a cleaner environment to the communities of Scotland.

SO4: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop formal Fleet Strategy 2022-2032, with clear links to the Carbon Management Plan 2020-2025 and associated strategies. (Year 1 of 1)	Present draft Fleet Strategy to Asset Management Liaison Board.	May-21	Sep-21	Finance and Contractual Services	SR4, SR6, SR7, SR8
	Undertake internal consultation on draft Strategy.	Oct-21	Dec-21		
	Present Strategy to Strategic Leadership Team.	Jan-22	Jan-22		

Purpose: This action will provide a document that outlines how we will manage SFRS Fleet, in collaboration end users, to meet the needs of a changing modern fire and rescue service that is committed to the reduction of its carbon footprint.

SO4: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Complete decommissioning of fuel sites identified as environmental concerns – surplus. (Year 1 of Year 1)	Commence three-year decommissioning plan.	Feb-21	Feb-24	Finance and Contractual Services	SR4, SR5, SR6
	Upgrade and modernise existing Fuel sites to provide enhanced resilience.	May-21	Dec-21		
<p>Purpose: An Audit of Fuel Management Arrangements was undertaken in 2018 where a recommendation was made to implement a long-term strategy for bulk fuel tanks, including a decommissioning programme. This action will ensure that surplus fuel sites are decommissioned, addressing the risk of degrading tanks causing seepage and the resultant impact on the wider environment.</p>					

SO4: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Employee Self Service (ESS) for all employees within iTrent, as a precursor to future development within the PTFA project. (Year 1 of 3)	Complete support staff transition from paper process to ESS.	Apr-21	May-21	Finance and Contractual Services	SR5, SR7
	Review lessons learned from wholetime pilots (North and East).	Mar-21	Apr-21		
	Rollout of ESS wholetime employees.	Apr-21	Jun-21		
	Complete wholetime transition from paper process to ESS.	Jul-21	Sep-21		
	Post project review and benefits realisation.	Oct-21	Dec-21		
<p>Purpose: This action will reduce administrative burden on the Service by introducing an online self-service tool for all staff. The tool allows staff to complete a range of administrative tasks including booking leave, updating personal details, viewing payslips and making overtime/other allowance claims. As well as reducing the administrative burden on the Service, the tool aims to improve employee experience by moving away from paper-based processes.</p>					

SO4: Action 10	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership. (Year 1 of 3)	Review current LGPS arrangements.	Apr-21	Jun-21	Finance and Contractual Services	SR7, SR4
	Design and agree options to take forward.	Jul-21	Sep-21		
	Consultation on options with employees.	Oct-21	Dec-21		
	Procure/select provider.	Jan-22	Mar-22		
Purpose: The Service currently administers multiple Pensions under the Local Government Pension Scheme (LGPS). This action would reduce that administrative burden by exploring opportunities to consolidate LGPS membership and ensure that we achieve best value for employer contributions.					

SO4: Action 11	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights. (Years 3 of 3)	Develop and introduce revised Equality Outcomes.	Jun-20	Apr-21	People and Organisational Development	SR4, SR5
	Co-ordinate SFRS response to existing and emerging equality related obligations and raise profile of SFRS as leader in equality, diversity, inclusion and human rights.	Apr-20	Mar-22		
Purpose: There is a legal obligation for the SFRS to mainstream equality across functions, employment practice, service provision and into corporate governance arrangements. This action will result in Equality Outcomes that are aligned with SFRS strategic priorities and provide a means to track the equality impact of our employment practices and service provision on equality groups.					

SO4: Action 12	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the SFRS Corporate Governance Framework. (Year 1 of 3)	Create a new and updated SFRS Governance Framework.	Apr-21	Mar-22	Strategic Planning, Performance and Communications	SR3, SR4
Purpose: As part of our on-going commitment to good governance, this action will ensure that the intelligence gathered via the annual governance review and ongoing improvement work will be used to refresh the SFRS Governance Framework.					

SO4: Action 13	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Create a structure for the Service Delivery Directorate that recognises the relationship between its constituent Functions. (Year 1 of 2)	Review the arrangements and structures for Business support, Central staffing and the wider Service Delivery Area models.	Sep-20	Mar-22	Service Delivery	SR1, SR3
	Re-align budgets to provide management capacity to undertake wider Prevention and Protection structure review.	Apr-21	Sep -21		
	Undertake a mapping exercise to establish legislative requirements of Prevention and Protection Delivery.	Sep-21	Dec-21		
	Establish existing and future resource requirements to maintain legislative compliance with the Prevention and Protection Structure.	Jan-22	Mar-22		

Purpose: The Service Delivery Directorate was created in 2020 and saw the amalgamation of Operations, Prevention & Protection, and Service Delivery Areas. This action will examine the structures, work, working practices and cultures of each of these functions to ensure a positive transition from standalone entities to an integrated and equal partnership within the Service Delivery Directorate.

Appendix 1: Strategic Risks Table

Strategic Risk	Risk Description
SR1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
SR2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk.
SR3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
SR4	Ability to ensure legal and regulatory compliance.
SR5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
SR6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.
SR7	Ability to deliver a high quality, sustainable service within the funding envelope.
SR8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.
SR9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.



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