

SCOTTISH FIRE AND RESCUE SERVICE

The Board of the Scottish Fire and Rescue

Report No: B/SPPC/09-20

Agenda Item: 12

Report to:	THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	30 APRIL 2020							
Report Title:	AMENDED ANNUAL OPERATING PLAN 2020/21							
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the Scottish Fire and Rescue Service (SFRS) Board with the amended Annual Operating Plan (AOP) 2020/21 for approval.							
2	Background							
2.1	The Strategic Plan 2019-22 was laid in Parliament and published on the 1 October 2019 following approval of the Minister for Community Safety.							
2.2	The Scottish Government Governance and Accountability Framework sets out the SFRS duty to prepare an Annual Operating Plan each year to support the achievement of the Strategic Plan.							
2.3	The AOP 2020/21 has been prepared from Year 1 actions of the Strategic Plan Three-year Programme of Work. The Programme, developed following a series of workshops with senior managers in 2019, sets out our actions over an extended period for the first time.							
2.4	This Plan was prepared prior to the emergence of the coronavirus pandemic (COVID-19). Since the AOP was agreed by the Strategic Leadership Team on 11 March 2020, our response to COVID-19 has escalated significantly.							
2.5	The AOP 2020/12 was presented to the Board on 23 March 2020. At this meeting it was requested that some amendments were made and that the potential impact of COVID-19 response noted.							
3	Main Report/Detail							
3.1	The amended Annual Operating Plan 2020/21, attached as Appendix A , is presented for approval.							
3.2	To free capacity, Directorate teams have carried out a review of their proposed actions. Any areas shaded dark grey in the Plan are activities we know can be deferred and rescheduled until later in the year. The delivery of 64% of actions is estimated to be impacted.							
3.3	At this time the full impact of COVID-19 on the delivery of this Plan is uncertain. Actions will be progressed where possible, but our primary focus will be to prepare and protect our people so that they can continue to deliver and support an emergency response service for Scotland.							

3.4	The AOP will be kept under review and an update on the extent of the COVID impact on this Plan will be reported to the Board at a future meeting.
4	Recommendation
4.1	The SFRS Board are invited to approve the amended AOP 2020/21.
5	Key Strategic Implications
5.1	Financial
5.1.1	The Annual Operating Plan 2020/21 contains actions which will support the SFRS in strengthening financial management arrangements.
5.1.2	Directorates propose actions on the understanding that they can secure sufficient financial resources to ensure delivery. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.2	Environmental & Sustainability
5.2.1	The Annual Operating Plan 2020/21 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.2.2	Action owners are responsible for identifying any environmental impact that may arise as a result of their action.
5.3	Workforce
5.3.1	The Annual Operating Plan 2020/21 contains actions which supports SFRS commitment to developing its workforce.
5.3.2	Directorates propose actions on the understanding that they can secure sufficient workforce resources to ensure delivery. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3.3	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.
5.4	Health & Safety
5.4.1	The Annual Operating Plan 2020/21 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.5	Training
5.5.1	Action owners are responsible for identifying any training implications that may arise in the delivery of their actions.
5.6	Timing
5.6.1	The Annual Operating Plan presented covers the period 1 April 2020 to 31 March 2021.
5.7	Performance
5.7.1	Quarterly performance reporting on progress will be presented to the Senior Management Team, Strategic Leadership Team and the SFRS Board.
5.8	Communications & Engagement
5.8.1	An extensive consultation exercise was conducted across a spectrum of our staff, partners, stakeholders and communities to produce the Strategic Plan 2019-22 on which the Annual Operating Plan 2020/21 is based.
5.8.2	Action owners are responsible for ensuring communication and engagement is carried out when appropriate to ensure successful delivery and implementation of their actions.

5.9	Legal
5.9.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.10	Information Governance
5.10.1	The collation or use of personal data is not required in the preparation of the AOP. A Data Protection Impact Assessment (DPIA) is therefore not applicable.
5.10.2	Action owners are responsible for identifying any relevance and carrying out a DPIS on the delivery of their actions.
5.11	Risk
5.11.1	Directorates are responsible for identifying and managing any risks associated with the delivery of the Strategic Plan. Actions identified within the Annual Operating Plan 2020/21 supports the management of any corporate risk.
5.11.2	Any risks arising from any individual actions will be brought before SLT and the Board through the normal risk management channels.
5.11.3	Any heightened risks associated with our inability to carry out any actions due to COVID-19 will be brought before SLT and the Board.
5.12	Equalities
5.12.1	An Equality and Human Rights Impact Assessment (EIA) has been carried out. It will remain an open document that is further populated as the Annual Operating Plan evolves. The Impact Assessment will be further reviewed where new evidence is found, ensuring it remains applicable in light of that evidence.
5.12.2	The EIA is a high-level document. Equality Impact Assessments will need to be considered by Directorates for each of the actions contained within the Annual Operating Plan.
6	Core Brief
6.1	The Director of Strategic Planning, Performance and Communications presented the amended Annual Operating Plan 2020/21 for approval. It is noted that COVID-19 is likely to have an impact on our ability to deliver the actions as presented. The full extent of this will be assessed and reported later in the year.
7	Appendices/Further Reading
7.1	Appendix A – Amended Annual Operating Plan 2020/21.
Prepared by:	Alison Hastings Performance and Strategic Planning Manager
Sponsored by:	Richard Whetton Head of Corporate Governance
Presented by:	Mark McAteer Director Strategic Planning, Performance and Communications.
Links to Strategy and Corporate Values	
The Scottish Fire and Rescue Service (SFRS) is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.	

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Team</i>	<i>26 February 2020</i>	<i>Agreed</i>
<i>Strategic Leadership Team</i>	<i>11 March 2020</i>	<i>Approved</i>
<i>SFRS Board</i>	<i>26 March 2020</i>	<i>Approved subject to amendments</i>
<i>Strategic Leadership Team</i>	<i>28 April 2020</i>	<i>For Noting</i>
<i>SFRS Board</i>	<i>30 April 2020</i>	<i>For Approval</i>

**Working together
for a safer Scotland**



APPENDIX A

**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2020/21

April 2020 – March 2021

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 50 actions that will be carried out throughout this reporting year.

The Annual Operating Plan 2020/21 has been structured to show the actions we will take to achieve the four outcomes set within the Strategic Plan 2019-22:

- **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 achievement of these actions.

NB – This Plan was prepared prior to the emergence of the coronavirus pandemic (COVID-19). At the time of publication, the full impact of COVID-19 on the delivery of this Annual Operating Plan is uncertain. Actions will be progressed where possible, but our primary focus will be to prepare and protect our people so that they can continue to deliver and support an emergency response service for Scotland.

To free capacity initially, teams have carried out a brief review of their proposed actions. Any areas shaded dark grey in the Plan are activities we know can be deferred and rescheduled until later in the year.

The AOP will be kept under review and an update on the extent of the COVID impact on this Plan will be reported to our Board.

Monitoring Progress

Progress reports on the Annual Operating Plan will be prepared each Quarter. These will be monitored by the Senior Management Team who will adopt a stronger planning and performance scrutiny role. Reports will then be shared with the Strategic Leadership Team and the Board for scrutiny.

The enhanced role of our Senior Management Team, who will also scrutinise our Portfolio of Projects, will give our senior managers a greater insight of the delivery requirements of our strategic activities, leading to more effective management of our activities going forward.

Our revised approach to planning and performance will be further complemented by the implementation of our Performance Management System, InPhase. The system will provide a visual representation of all the threads that underpin actions, performance measures and risks. This will enable consistent management of activity - at strategic, Directorate and business as usual level - and will support managers by providing accessible and quality performance information. All leading to consistent application of our Performance Management Framework.

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 still 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. Working 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 money. Making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and are able to keep accurate accounting records which are subject to intense scrutiny each year.

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, makes sure 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.

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 our people feel valued and motivated. Our ongoing resourcing processes and development opportunities also make sure 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, a number of key change and improvement projects will 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 Team, as a Programme Office Board, and progress scrutinised by the [Transformation and Major Projects 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 below indicates what projects we are progressing this year. Please note that this list is current as at March 2020. Other projects may be added to the Portfolio during the year.

Outcome	Programme	Project	Start Date	Due Date
1 – Prevention	Transformation	Safe and Well	Apr-18	Sept-21
2 – Response	Transformation	Mass Casualty Events	TBC	TBC
	Transformation	Out of Hospital Cardiac Arrest	Feb-18	Apr-20
	Service Delivery Model	SFRS Futures Vision	May-19	Mar-23
	Service Delivery Model	Demand Based Watch Duty System	Jun-18	Mar-23
	Service Delivery Model	Station/ Appliance Review	May-19	Mar-23
	Service Delivery Model	RVDS Strategy	Sep-18	Mar-23
	Major Projects	Command and Control Phase 2	Jan-14	Dec-21
3 – People	Transformation	Terms and Conditions		TBC
	Transformation	Youth Volunteer Scheme	Feb-18	Apr-20
	Major Projects	Protection of Vulnerable Groups (PVG) Scheme	May-19	Mar-21
4 – Public Value	Major Projects	McDonald Road Redevelopment and Museum of Fire	Apr-17	Nov-20
	Major Project	People, Training, Finance and Asset Management System	Jun-19	Mar-24

Strategic Outcome 1: Prevention

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

SO1: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy. (Year 1 of 2) *NEW*	Evaluate the effectiveness and impact of existing UFAS Policy and supporting arrangements.	Apr-20	Jun-20	Service Delivery	
	Identify and develop viable options for making UFAS Policy changes and conduct an options appraisal.	Jul-20	Dec-20		
	Develop an Implementation Plan, based on outcome of options appraisal and decisions made by the Strategic Leadership Team/Board.	Jan-21	Mar-21		

Purpose: The reduction of Unwanted Fire Alarm Signals will reduce operational blue light journeys and increase time available for crews to deliver other activities. This reduction will also ensure that operational appliances remain available for emergencies, reduce the burdens placed upon businesses through disruption and reduce the costs associated with responding to UFAS.

SO1: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop SFRS approach to high rise domestic buildings from a prevention perspective, working with partners including the Ministerial Working Group, to learn all lessons from the Grenfell Tower tragedy. (Year 1 of 1) *UPDATED ACTION*	Maintain ongoing technical and resource capacity to the various Ministerial Working Group work streams.	Apr-20	Mar-21	Service Delivery	
	Provide technical Fire Engineering support to Scottish Government Building Standards as part of post Grenfell review of domestic and non-domestic technical standards documents.	Apr-20	Mar-21		
	Develop and coordinate delivery of SFRS Grenfell Action Plan.	Apr-20	Mar-21		

Purpose: Following the tragic incident in Grenfell Tower, the Scottish Government Ministerial Working Group (MWG) was established to oversee a review of building and fire safety regulatory frameworks, and any other relevant matters, to help ensure that people are safe in Scotland's buildings. The MWG established three distinct sub-groups to review and make any recommendations for improvement as required. Subsequently, each sub-group has now reported back to the MWG with a number of short, medium and long-term recommendations. The MWG has now ratified and agreed to implement these recommendations. SFRS has a significant role to play in leading on the delivery of, or directly supporting, the implementation of the agreed actions. Consequently, the actions detailed within this Annual Operating Plan represent the first tranche of recommendations that will require direct SFRS involvement, capacity or leadership.

SO1: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements. (Year 1 of 2) *CARRIED FORWARD*	Review existing Prevention and Protection policies and procedures.	Apr-20	Mar-21	Service Delivery	
	Review existing Prevention and Protection structure.	Apr-20	Oct-20		
	Review local Prevention and Protection delivery arrangements.	Apr-20	Oct-20		
	Review legislative requirements across all functions and evaluate against existing delivery model.	Apr-20	Jan-21		

Purpose: Due to the increasingly specialised nature of Prevention & Protection work within the Directorate and Local Senior Officer areas, a structural review is required to formulate options to ensure the Prevention & Protection structure is appropriate to support the recruitment, development and retention of current and future challenges.

SO1: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Introduce the revised standard of smoke detection to comply with new housing regulations. (Year 1 of 1) *CARRIED FORWARD*	Create a cross-directorate working group to oversee all aspects of the transition to the new detection standard.	Apr-20	Jul-20	Service Delivery	
	Develop an administration process including stock accountability.	Apr-20	Jul-20		
	Review and align existing policies and procedures to include the new detection standard.	Apr-20	Aug-20		
	Source and procure all associated resources including equipment.	Apr-20	Sep-20		
	Integrate the new process into current Home Fire Safety Visits and the Safe and Well programme.	Apr-20	Mar-21		
	Introduce the new detection standard and process to the SFRS.	Apr-20	Dec-20		

Purpose: Following the Grenfell Tower fire in 2017, the Scottish Government introduced legislation through the Housing(Scotland) Act 1987 (Tolerable Standard) (Extension of Criteria) Order 2019, making it mandatory that all homeowners, regardless of property tenure, will require:

- A smoke alarm installed in the room most used for general daytime living
- A smoke alarm for every hallway and landing on each storey of the property
- A heat alarm in every kitchen.

All smoke and heat alarms must be ceiling mounted and interlinked. The Scottish Government have committed to providing the SFRS with additional funding each year for the term of the parliament to meet the new standard and to fit carbon monoxide detection. The funding is based on the number of high risk owner occupied premises that SFRS have historically visited.

SO1: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Provide incident and casualty trend analysis to support the review and continuous improvement of safety partnership working at a local and national level. (Year 1 of 1) *UPDATED ACTION*	Provide targeted CPD and SFJL5 training in line with ISO requirements and National Fire Chiefs Council guidance.	Apr-20	Mar-21	Service Delivery	
	Formalise links with Fire Safety Engineering to support improved investigation outcomes.	Apr-20	Oct-20		
	Design and deliver an information sharing process that feeds Fire Investigation findings back into the various Service directorates.	Apr-20	Jan-21		
	Ensure Fire Investigation compliance in-line with National Fire Chiefs Council guidance and ISO requirements.	Apr-20	Sep-21		
	Investigate opportunities to enhance local area external partnership working through Case Conference outcomes at SFTG.	Apr-20	Mar-21		

Purpose: Throughout the formative stages of the Fire Investigation function the emphasis has remained on the identifying the cause and origin of fires. This emphasis should now widen to identify trends, recommend preventative measures and seek to influence local partnership priorities.

SO1: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review SFRS Fire Safety Enforcement arrangements. (Year 1 of 1) *NEW*	Develop and agree Competency Framework for Scotland in line with National Fire Chiefs Council and Hackitt recommendations.	Apr-20	Jan-21	Service Delivery	
	Consider a new development pathway for the career progression and demonstration of competency of Fire Safety Enforcement Officers.	Apr-20	Mar-21		
	Tender of a revised Fire Service Enforcement training course which underpins the new Development Pathway.	Jan-21	Mar-21		
	Implement and procure an accredited training package for new Fire Safety Enforcement and Fire Engineering officers which aligns to the agreed Competency Framework.	Apr-20	Mar-21		
	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-20	Jul-20		
	Develop a communications strategy to promote Fire Safety Enforcement initiatives and safety messages.	Apr-20	Oct-20		

Purpose: The Review of SFRS Fire Safety Enforcement arrangements will be used to update and provide a consistent approach to enforcement delivery and improve engagement with stakeholders. This action will also help to ensure that we maintain legislative compliance.

SO1: Action 7	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 1 of 3) *NEW*	Develop and implement Youth Volunteer performance measures and relevant materials required to deliver the programme in year 1.	Apr-20	Dec-20	Service Delivery	
	Develop and approve all Youth Volunteer administration and guidance documents, procure uniform, PPE and associated equipment.	Apr-20	Sep-20		
	Develop year 2 Youth Volunteer syllabus.	Apr-20	Mar-21		
	Design and deliver a training pathway in line with the Youth Volunteer role.	Apr-20	Sep-20		
	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	Mar-21		
	Design specific training packages for child protection and Adverse Childhood Experiences.	Apr-20	Mar-21		
	Design specific training packages for domestic abuse and human trafficking.	Apr-20	Mar-21		
	Deliver CPD for Fireskills and Fire Setters programmes.	Jun-20	Mar-21		
<p>Purpose: The review and strengthening of our approach to youth engagement will ensure compliance with relevant legislation. It will also promote diversity and ensure that young people are safe from fire and personal harm. The review of adult safeguarding will also ensure legislative compliance and assist with agreed adult safeguarding referral pathways.</p> <p>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.</p>					

SO1: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a Community Safety Communication Strategy to increase the reach of prevention and protection safety messages. (Year 1 of 1) *NEW*	Scope thematic areas based on incident data and trends.	Apr-20	May-20	Service Delivery	
	Create an annual plan of prevention themes and campaigns.	Apr-20	May-20		
	Deliver the campaigns across the 2020 / 2021 period.	Apr-20	Mar-21		
	Produce individual plans for each campaign; assigning budget, outlining key messages and methods of delivery.	Jun-20	Jul-20		
	Commence review and evaluate campaign approach and reach.	Jan-21	May-21		
<p>Purpose: The development of a Community Safety Communication Strategy will allow for targeted interventions based on trend analysis. It is hoped it will also increase effectiveness of Community Safety Engagement campaigns.</p>					

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
Develop a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme. (Year 1 of 2) *CARRIED FORWARD*	Review BBIG Outcomes.	Apr-20	Jun-20	Service Delivery	
	Review RoSE I Outcomes.	Apr-20	Jun-20		
	Develop a main scheme communication specification/framework to complement the ESMCP Project.	Jul-20	Mar-21		
	Develop Operations Response Framework 21/22.	Jul-20	Dec-20		
	Develop Risk and Resilience Framework 21/21.	Jul-20	Dec-20		
	Production of Operations Strategy document.	Nov-20	Mar-21		

Purpose: This action will see the production of a coherent strategy that details how the Service Delivery will support the SFRS Strategic Plan and Transformation Agenda. It will help identify how we will provide a 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
Develop a Wildfire Strategy and implementation plan in support of the operational response to such events. (Year 1 of 1) *CARRIED FORWARD*	Finalise and seek approval of the Wildfire Strategy.	Oct-19	Jun-20	Service Delivery	
	Identify and procure suitable PPE for wildfire response.	Mar-20	Mar-21		
	Identify and procure the necessary equipment and vehicles to support wildfire response.	Mar-20	Mar-21		
	Develop and deliver the necessary training for wildfire response in accordance with the National Fire Chiefs Council framework for the response stations.	Jun-20	Jan-22		

Purpose: The development of a Wildfire Strategy will provide greater access to specialist resources tailored to local needs and protect and enhance the frontline. It will also help ensure that personnel are trained, equipped and ready to respond to the new risks facing our communities from severe weather incidents.

SO2: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and deliver a number of national events taking place across Scotland during 2019/2020 and ensure that SFRS Operational Response remains resilient throughout these events. (Year 1 of 1) *CARRIED FORWARD*	Conference of the Parties (COP26) - Planning.	Jan-20	Oct-20	Service Delivery	
	COP26 - Engagement with multi-agency partners.	Feb-20	Mar-21		
	COP26 - Establish full COP26 project team.	Mar-20	Apr-20		
	COP26 - Delivery.	Nov-20	Nov-20		
	COP26 - Recovery.	Dec-20	May-21		
	COP26 - Reporting/Debrief.	Jan-21	Mar-21		
Purpose: To ensure that SFRS has 3C (command, control and coordination) preparations in place to deal with the expected impact over and above business as usual for significant, planned national events.					

SO2: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems. (Year 1 of 3) *CARRIED FORWARD*	Provide Quarter 1 progress report to SFRS ESN Project Board	Apr-20	Jun-20	Finance & Contractual Services	
	Provide Quarter 2 progress report to SFRS ESN Project Board	Jul-20	Sep-20		
	Provide Quarter 3 progress report to SFRS ESN Project Board	Oct-20	Dec-20		
	Provide Quarter 4 progress report to SFRS ESN Project Board	Jan-21	Mar-21		
Purpose: The SFRS has relied on Firelink/Airwave for communications between Control Rooms, fire appliances and officers for many years. The ESMCP is a long-standing UK Government Programme to replace the existing blue light communications provision across the three emergency services in the UK. This Programme has seen considerable delays and the Programme timescales are under review. Utilising the mobile phone network, coverage is to be provided by EE and will require significant infrastructure upgrades in Scotland. The new Command and Control Mobilising System and the new Operational Intelligence system will both be affected by the change from Firelink/Airwave to ESN. This work will be coordinated with relevant Directorates including People and Organisational Development and Service Delivery.					

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
Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose. (Year 1 of 3) *NEW*	Progress consultation and negotiation to implement harmonised terms and conditions for RDS staff.	Apr-20	Mar-21	People and Organisational Development	
	Undertake reviews of post harmonisation of pay, terms and conditions which consider all employee groups and which ensure Pay & Reward Frameworks remain fit for purpose.	Apr-20	Mar-21		
	Lead the development and implementation of new terms and conditions which reward uniformed colleagues for the broadening of their role.	Apr-20	Mar-21		
	Review current Job Evaluation arrangements and the Support Staff Pay and Grading structure to ensure these continue to meet SFRS requirements.	Apr-20	Mar-21		
<p>Purpose: Pay and Reward Frameworks are in place for all staff that are fair and attractive, comply with equality legislation and reduce the risk of litigation. Our Framework will enable change to be introduced through a positive employee relations environment. It will also provide a platform to enable Service Transformation and support our commitment to remaining an employer of choice.</p>					

SO3: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen and promote the SFRS Total Reward package including recognition and benefits frameworks which are fair, attractive, inclusive and recognise our employees' contribution. (Year 1 of 3) *NEW*	Implement, promote and embed the SFRS employee recognition scheme.	Apr-20	Mar-21	People and Organisational Development	
	Develop options appraisal, including review of alternative providers, to further enhance the SFRS employee benefits package.	Apr-20	Mar-21		
<p>Purpose: Reward and recognition frameworks are in place to enhance employee motivation/engagement, attraction and retention whilst recognising employee contribution and a range of diverse needs. The Framework will also support our commitment to remaining an employer of choice.</p>					

SO3: Action 3	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 1 of 3) *CARRIED FORWARD*	Implement the outcomes of a review of the SFRS approach to bullying, harassment and discrimination, and dignity and integrity at work, and develop a plan to address the culture of bullying and harassment suggested within the 2018 staff survey results.	Apr-19	Sep-20	People and Organisational Development	
	Develop and implement Positive Action initiatives to improve the attraction and progression of candidates from underrepresented groups within SFRS - for roles across all employee groups.	Jan-20	Mar-21		
	Review current Recruitment and Selection methods and assessments for all staff groups, and develop and implement proposals for revised approach to ensure associated processes and practices are consistent, fair and transparent.	Apr-20	Mar-21		
	Develop and implement measures outlined within the Balancing the Workforce Profile Action Plan to improve the diversity of SFRS workforce.	Apr-20	Mar-21		
	Develop and publish equal pay statement and gender pay gap reports.	Oct-20	Apr-21		
	Develop staff survey approach including question set through benchmarking and engagement with stakeholders.	Oct-20	Apr-21		
Purpose: The 2018 staff survey suggested a culture of bullying, harassment and discrimination which has provided an opportunity to review our approach and ensure that our associated dignity and integrity at work policies, processes and training/guidance are effective, fit for purpose and employees and managers understand what behaviour is expected within the workplace, along with how to report any issues which may arise.					

SO3: Action 4	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 1 of 3) *UPDATED TEXT FROM 19/20*	Develop and implement progressive talent management and development arrangements.	Apr-20	Mar-21	People and Organisational Development	
	Implement Development Centres in support of the SFRS Strategic Workforce and Resource Plan priorities.	Apr-20	Mar-21		
	Complete implementation and evaluation of the Leadership for Change Programme across identified Middle and Strategic Manager target audience.	Apr-20	Mar-21		
	Complete implementation of Leading Edge development programme for Strategic Leadership Team members and support framework.	Apr-20	Mar-21		
	Review Learning Needs Analysis arrangements to enhance links to organisational annual planning approach.	Apr-20	Mar-21		
	Implement Leadership Development Commodity Strategy in support of SFRS Leadership Development implementation.	Apr-20	Mar-21		
	Develop and implement a SFRS Leadership and Development Evaluation and Performance Framework aligned with and to extend existing Training QMS.	Apr-20	Mar-21		

Purpose: To enable us to strengthen the leadership capability and capacity at all levels within the Service the Leadership Development Programmes will continue to be delivered and reviewed to enable alignment to the SFRS current and emergent priorities. This will be further supported by the development and implementation of a Leadership for Change Programme and Middle Managers Development Centre will be developed further supporting SFRS's succession planning. Additionally, review and alignment of learning needs analysis approach and establishment of a Leadership Development Commodity Strategy will enable learning and development arrangements to be embedded across the SFRS.

SO3: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the Working Together Framework and supporting arrangements to ensure that it continues to foster positive partnership working arrangements and harmonious employee relations. (Year 1 of 2) *NEW*	Develop revised Consultations, Negotiation and Collective Bargaining arrangements of Bargaining units for the various groups of staff.	Apr-20	Mar-21	People and Organisational Development	

Purpose: The review of our Working Together Framework will assist us to ensure that we remain an employer of choice and our workforce is representative of Scotland's diverse communities.

SO3: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles. (Year 1 of 1) *NEW*	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-21	People and Organisational Development	
	Implement vaccination programme for staff exposed to water / blood borne viruses.	Apr-20	Mar-21		
	Conduct external research project to consider National Fire Chief Council's recommendations to strengthen and enhance arrangements to improve fitness outcomes and reduce risk of injuries.	Apr-20	Mar-21		
	Develop proposals to introduce a substance screening programme and substance misuse policy.	Oct-20	Mar-21		
	Support the delivery of Health and Wellbeing Systems to improve the effectiveness of referrals, reporting and employee medical and fitness records.	Oct-20	Mar-21		
<p>Purpose: Proactive and innovative approaches to supporting managers and staff will ensure that individuals have the physical abilities to be safe and effective in their role and reduce periods of absence associated with health conditions. Promoting and supporting development of physical fitness will reduce risk of individuals being removed from operational duty due to physical fitness, reduce risk of musculoskeletal injury and associated absence. Effective physiotherapy and rehabilitation arrangements will enable individuals to remain at work or reduce periods of absence associated with musculoskeletal injury and help prevent future recurrence of injuries.</p>					

SO3: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the Mental Health Strategy to promote and support the wellbeing of staff. (Year 1 of 3) *NEW*	Develop action plan in line with Mental Health Strategy.	Apr-20	Sep-20	People and Organisational Development	
	Review Health and Wellbeing resource requirements in line with the Mental Health Action Plan.	Apr-20	Sep-20		
	Implement and embed the Lifelines Project in line with Tri Services Collaboration.	Apr-20	Sep-20		
<p>Purpose: A mental health strategy is in place that promotes mental health and wellbeing in all staff groups, and provides early and ongoing tools and interventions to help prevent long-term absences relating to mental health. The promotion of initiatives to support mental health will help develop a culture of openness and stigma reduction. The provision of mental health awareness and training will support managers' awareness of mental health issues and how to support employees.</p>					

SO3: Action 8	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 1 of 2) *CARRIED FORWARD*	Develop modules supporting tasking and reporting functionality.	Apr-20	Jan-21	Training Safety and Assurance	
	Complete user testing of modules and complete any remedial action(s).	May-20	Feb-21		
	Develop and issue communications via iHub advising of modules and launch date.	May-20	Feb-21		
	Launch modules HSMIS e-learning content.	Jun-20	Mar-21		
	HSMIS familiarisation sessions made available across SFRS via iHub.	Jun-20	Mar-21		
	Develop and issue Go Live Communication via iHub.	Jun-20	Mar-21		
	Implement modules live across the SFRS.	Jun-20	Mar-21		
<p>Purpose: An electronic HSMIS, currently RIVO Safeguard, is in place across SFRS. Following a presentation to the Digital Steering Group in December 2016, a decision was taken for Health, Safety and Wellbeing to work with ICT to develop and implement a fully electronic data entry modular system. This will reflect SFRS' procedures, templates, policy and statutory requirements e.g. risk assessments and manual handling. It will also support a library of Health and Safety management arrangements which reflect SFRS documents and procedures that require no data entry and will automatically generate a notification based on a review date.</p>					

SO3: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver rolling programme of SFRS Health and Safety Improvement Plans across the organisation. (Year 1 of 3) *NEW*	Draft and agree SFRS Annual Health and Safety Improvement Plan 2020/21.	Apr-20	Apr-20	Training Safety and Assurance	
	Provide quarterly progress report to Staff Governance Committee, Strategic Leadership Team and National Health and Safety Board.	Apr-20	Mar-21		
	Provide end of year performance reports to Staff Governance Committee, Strategic Leadership Team and National Health and Safety Board.	Apr-20	Mar-21		
<p>Purpose: These annual plans are the mechanism through which SFRS measures and improves compliance with health and safety related statutory duties.</p>					

SO3: Action 10	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Design and implement improved practices to reduce the risk from exposure to contaminants. (Year 1 of 3) *CARRIED FORWARD*	Deliver planned actions as detailed in the Management of Contaminants Action Plan structured around the key themes of Station/Training Centre Design, Appliance Design, PPE, Occupational Health, Training, Records and Assets.	Apr-20	Mar-21	People and Organisational Development	
	In collaboration with The University of Central Lancashire develop and agree the scope of the contaminants research project, incorporating phase 1 environmental testing and phase 2 biological testing.	Apr-20	Mar-21		
<p>Purpose: The Management of Contaminants Working Group was established to determine technical, procedural and cultural solutions required to mitigate the risk of SFRS personnel and any others who may be affected by the actions of SFRS personnel being exposed to contaminants which may impact on the wellbeing of those involved.</p>					

SO3: Action 11	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Flexi Duty Managers Training for Operational Competence. (Year 2 of 3) *CARRIED FORWARD*	Design and build modules for Quarter 2, Year 3.	Apr-20	Jun-20	Training Safety and Assurance	
	Design and build modules for Quarter 3, Year 3.	Jul-20	Sep-20		
	Design and build modules for Quarter 4, Year 3.	Oct-20	Dec-20		

Purpose: TfOC for firefighters, supervisory managers and control staff are currently in place and offer a method of delivering an assurance of competency across the broad range of subjects which are required for these roles. This requirement exists equally for middle and strategic managers. The version of TfOC being developed aims to deliver similar assurances for this group of staff. Modules will be developed in a phased quarterly basis over the 36-month cycle of the TfOC program to make these achievable for delivery by the requisite Training Families leads.

SO3: Action 12	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Preparation of a Carbonaceous Fire Behaviour Training (CFBT) Facility Strategy (Replacement, Refurbishment, Relocation). (Year 1 of 2) *NEW*	Collate condition reports on all CFBT facilities.	Apr-20	Jun-20	Training Safety and Assurance	
	Instigate liaison with Asset Management regarding estate strategy for CFBT locations.	Apr-20	Jun-20		
	Identify interdependent workstreams which impact upon CFBT training requirements.	Apr-20	Jun-20		
	Undertake research and benchmarking to investigate the suitability for the potential use of mobile CFBT training equipment.	Jul-20	Mar-21		

Purpose: Preparation of a Carbonaceous Fire Behaviour Training Facility Strategy will allow for greater ability to forecast capital budget allocation requirements. It will also assist us in ensuring compliance with Health and Safety legislation, whilst maximising efficiency.

SO3: Action 13	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Training and Employee Development Review recommendations that fall out with the Major Projects Programme. (Year 1 of 3) *CARRIED FORWARD*	Constitute Executive Board and agree terms of Reference.	Apr-20	Apr-20	Training Safety and Assurance	
	Recruit and appoint Project Manager.	Apr-20	May-20		
	Construct and submit Strategic Leadership Team papers for the following recommendations: *Non-Operations role prior to Flexi Duty Officer role *Accommodation at National Training Centre *Resources required for implementation *Additional Driving Instructors *Re-engagement of staff.	Jun-20	Sep-20		
	Draft and agree an initial continuous improvement programme implementation schedule.	Jun-20	Sep-20		
	Devise individual workstream work packages and appoint leads for each: * Decentralised Business Partnering Model * Maintenance Phase Training * Trainee Firefighter Programme * Driver Training	Aug-20	Oct-20		
	Incident Management Work Package.	Sep-20	Mar-21		
	Construct and submit Strategic Leadership Team papers for the following recommendations: *Specialist Instructors * Animal Rescue Instructors *Incident Command Resources.	Oct-20	Dec-20		

Purpose: The Training and Employee Development Review has produced a series of recommendations across six key lines of enquiry. Those recommendations will be presented to the Strategic Leadership Team and strategic direction sought in relation to which recommendations will be progressed to implementation. The progression and implementation of recommendations will deliver an opportunity to improve both training efficiency and performance, thereby improving both firefighter and public safety.

SO3: Action 14	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop Capabilities Training (National Fire Chiefs Council/National Resilience Assurance Team). (Year 1 of 3) *NEW*	Liaise with Service Delivery and agree capabilities to develop in year 1.	Apr-20	Jun-20	Training Safety and Assurance	
	Agree timing / phasing for commencement of course development in parallel with Response and Resilience's implementation timescales.	Jul-20	Jul-20		
	Carry out benchmarking for best practice / alignment with National Operational Guidance Training Standards.	Jul-20	Dec-20		
	Course development and finalisation (year 1).	Dec-20	Mar-21		

Purpose: The development of our Capabilities training will help ensure alignment to National Operational Guidance and the National Resilience Assurance Team for Tier 1 capabilities. This will lead to greater resilience capability overall within SFRS and the ability to declare an asset to the Scottish Coordination Centre Database.

SO3: Action 15	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Harmonise Instructor Terms and Conditions. (Year 1 of 1) *CARRIED FORWARD*	Instigate formal negotiations with Representative body.	Apr-20	Apr-20	Training Safety and Assurance	
	Complete negotiation process.	Apr-20	Jul-20		
	Consultation period and finalisation of agreement.	Jul-20	Dec-20		
<p>Purpose: On the creation of the Scottish Fire and Rescue Service (SFRS) Uniformed employees of the eight antecedent Fire and Rescue Services (FRS) were matched into the new Service under their existing terms and conditions of service. In most of cases, these legacy terms and conditions were standardised through a collective agreement reached in April 2018. In the case of the working hours of Instructional staff, however, it was agreed that as the Training and Employee Development (TED) function was undertaking a review to ensure that training was being delivered as efficiently as practicable, the legacy working hours of Instructional employees would continue until April 2020 at the latest. It was also agreed that shift allowances would not be required under the revised working arrangements. It is now appropriate that SFRS engage in negotiations with the Fire Brigades Union to develop and agree a suite of working practices that enable SFRS to deliver the training requirements of Uniformed employees as identified within the TED Review and the SFRS's training programmes.</p>					

SO3: Action 16	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Design specific prevention and protection training pathway, from trainee firefighter to Strategic Manager, which incorporates relevant competency frameworks. (Year 1 of 1) *NEW*	Undertake a review of current Prevention and Protection career pathways across each function.	Apr-20	Mar-21	Service Delivery	
	Identify requirements of existing and planned competency frameworks and accreditation schemes.	Apr-20	Mar-21		
	Develop options for development and progression pathways and align with the needs of the Prevention and Protection Directorate.	Apr-20	Mar-21		
<p>Purpose: A specific prevention and protection training pathway will help ensure that Prevention and Protection staff are trained and maintain competence appropriate to their role, enabling them to deliver their function. The pathway will also help to evaluate the impact on Prevention and Protection Directorate staff and identify the most appropriate long term, sustainable route to supporting effective training. Providing career development opportunities within Prevention and Protection, the pathway will also assist to improve staff retention.</p>					

SO3: Action 17	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement recommendations from the internal communications review. (Year 1 of 3) *NEW*	Establish Short Life Working Group to manage implementation of Action Plan.	Feb-20	Mar-21	Strategic Planning, Performance and Communications	
	Complete short-term actions.	Feb-20	Jun-20		
	Complete medium-term actions.	Feb-20	Dec-20		
	Complete long-term actions.	Feb-20	Jun-21		
Purpose: Improved communications across the organisation with better informed and engaged staff.					

SO3: Action 18	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the recommendations from the on-call media review. (Year 1 of 2) *NEW*	Deliver training to Operations Control staff on media handling.	Mar-20	Apr-20	Strategic Planning, Performance and Communications	
	Develop supporting material for Operations Control staff.	Mar-20	Apr-20		
Purpose: Improved media handling by key personnel throughout the organisation to protect the reputation of SFRS.					

SO3: Action 19	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) *NEW*	Develop draft Communications and Engagement Strategy for 2021-23.	Apr-20	Mar-21	Strategic Planning, Performance and Communications	
Purpose: Improved communications across the organisation with better informed and engaged staff, stakeholders and the public.					

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
Coordinate the statutory review and revision of Local Fire and Rescue Plans to support the SFRS Strategic Plan 2019-22 and to compliment Local Outcome Improvement Plans. (Year 1 of 1) *CARRIED FORWARD*	Support Local Senior Officers to complete Local Plan Review Reports.	Jan-20	Apr-20	Strategic Planning, Performance and Communications	
	Prepare guidance documentation to support Local Senior Officers in the revision of Local Plans.	Feb-20	Apr-20		
	Support Local Senior Officers to revise and publish Local Plans in line with review outcomes.	Apr-20	Mar-21		
	Prepare a composite Local Plan Review Report.	May-20	Jul-20		
<p>Purpose: This is a legislative requirement in relation to local planning. By identifying existing and emerging community risks, and by working closely with local partners, we can respond appropriately to unique local risks, whilst supporting the achievement of the outcomes and objectives set within the SFRS Strategic Plan 2019-22.</p> <p>The review will consider how well we are delivering against our Local Fire and Rescue Plans and if the priorities set need to change. The review will also seek to determine if there are any areas of improvement with regards to local scrutiny arrangements and with our integration with Local Outcome Improvement Plans.</p>					

SO4: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement SFRS response to SG Emergency Climate Change (ECC) Agenda 2045. (Years 1 of 3) *NEW*	Review and gain approval for the Environmental Policy and Objectives.	Apr-20	Mar-21	Finance and Contractual Services	
	Develop and gain approval for an Energy and Carbon Strategy.	Apr-20	Mar-21		
	Develop and gain approval for a 5-year Carbon Management Plan (2020-2025).	Apr-20	Mar-21		
	In response to Fuel Internal Audit Report, finalise disposal strategy of identified fuel sites with environmental concerns.	Apr-20	May-20		
	Commence decommissioning of identified fuel sites.	Jun-20	Apr-23		
<p>Purpose: A SFRS response to the Scottish Government's Emergency Climate Change Agenda is a legislative commitment to the environment that will result in a reduction in our carbon footprint and cleaner environment for our communities.</p>					

SO4: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement robust arrangements to support the delivery of the SFRS Sustainable Development Framework. (Year 1 of 1) *UPDATED ACTION*	Prepare draft framework for Board approval	Feb-20	Apr-20	Strategic Planning, Performance and Communications	
	Prepare an annual report to evidence contribution.	Apr-20	Oct-20		

Purpose: The aim of this Framework will be to demonstrate our sustainability through delivery of economic, social and environmental benefits. It will outline our commitment to social responsibility and identify appropriate measures from which to monitor our positive contributions to society.

SO4: Action 4	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 1 of 1) *UPDATED ACTION*	Develop and introduce revised SFRS Equality Outcomes.	Jun-20	Apr-21	People and Organisational Development	
	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-21		
	Develop a revised Equality and Human Rights Impact Assessment and associated training/management development.	Apr-20	Mar-21		

Purpose: There is a legal obligation for the SFRS to mainstream equality across functions, employment practice, service provision and into corporate governance arrangements. Equality Outcomes aligned with SFRS strategic priorities provides a means to track the equality impact of our employment practices and service provision on equality groups. An enhanced Equality and Human Rights Impact Assessment process provides a further mechanism, underpinned by legislation, to introduce improvement measures on equality in employment practice, service provision and corporate decision making.

SO4: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen and improve the SFRS approach to providing Accessible Communications for service users and employees. (Year 1 of 3) *NEW*	Scope and seek agreement on a revised approach for contacting 999 Control call handling for those with a language or other communication barrier.	Apr-20	Mar-21	People and Organisational Development	
	Develop a consistent approach for the provision of translation and interpreter services.	Apr-20	Mar-21		
Purpose: A strengthened approach will provide improved, effective and efficient communication and interaction with SFRS for all protected characteristics. This will be of particular benefit for those with impaired or restricted communication abilities due to a disability, or other medical condition affecting communication/understanding, and for those who communicate more effectively in a language other than English.					

SO4: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and improve the SFRS Corporate Governance Framework. (Year 1 of 3) *NEW*	Review code of conduct governance.	Apr-20	Feb-21	Strategic Planning, Performance and Communications	
Purpose: The SFRS Corporate Governance Framework will provide a clear SFRS Framework of Governance from Board level and across all executive levels of the organisation ensuring effective business management.					

SO4: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement Portfolio, Programme and Project approach to managing change across the SFRS. (Years 1 of 2) *NEW**	Implement InPhase Project Management Module.	Feb-20	May-20	Service Development	
	Prepare and deliver the Gateway Review Action Plan.	Mar-20	Mar-21		
	Managing Successful Programmes Training: First cadre.	Mar-20	Mar-20		
Purpose: The implementation of a Portfolio, Programme and Project approach to managing change across the SFRS will ensure that SFRS is successfully managing major projects on time and to cost.					

SO4: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and strengthen arrangements to capture, coordinate and report on national themes arising from audit, inspection and improvement. (Year 1 of 3) *NEW*	Development and implementation of a new improvement project approach to engage with end users on the impact of service activity in response to HMFSI thematic inspections.	Mar-20	Jul-20	Strategic Planning, Performance and Communications	
	Implement outcomes from the Review of the Performance Improvement Forum 2019.	Apr-20	May-20		
	Continue to strengthen the approach to the integration of Local Area Inspections within Performance Improvement Forum action plans.	Jan-21	Mar-21		
Purpose: Strengthening arrangements to capture, coordinate and report on national themes arising from audit, inspection and improvement will help to deliver improved reputation. This will be gained due to better understanding and action taken on key themes arising, resulting in better management of risk.					

SO4: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and develop the SFRS Digital Strategy for 2021-2024. (Years 1 of 1) *NEW*	Present draft Digital Strategy 2020-2024 to Digital Steering Group.	Jun-20	Sep-20	Finance & Contractual Services	
	Gain approval for the Digital Strategy from the SFRS Board.	Oct-20	Dec-20		
Purpose: The development of the SFRS Digital Strategy 2021-24 will provide the Service with a clear technology strategy in line with the Strategic Plan 2019-22 and Service Transformation.					

SO4: Action 10	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. (Years 1 of 3) *CARRIED FORWARD*	Agree workplan for 2020/21.	Apr-20	May-20	Finance & Contractual Services	
	Roll out multi-factor authentication.	Apr-20	Sep-20		
	Upgrade of network equipment so that it is fully patched and cyber secure.	Apr-20	Mar-21		
Purpose: SFRS has become a Cyber Catalyst in response to the Scottish Government's Cyber Resilience Action Plan. Governance and project management has been put in place and further technical activity as outlined above will take place to ensure SFRS meets the relevant standards defined by Scottish Government.					

SO4: Action 11	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the recommendations of the Business Intelligence review. (Years 1 of 3) *NEW*	Establish a Business Intelligence Sub-Group of the Digital Steering Group.	Apr-20	Apr-20	Strategic Planning, Performance and Communications	
	Create a Business Intelligence Strategy.	Apr-20	Sep-20		
<p>Purpose: Implementation of the Business Intelligence Review recommendations will set out a new target operating model for SFRS that provides the Service with an improved data analysis and performance monitoring function. This should lead to improved business intelligence and insights provided to all parts of the Service. As well as a single set of performance data and performance monitoring products.</p>					

SO4: Action 12	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS). (Year 1 of 1) *NEW*	Prepare an options appraisal report which reviews the options for SFRS regarding continuation or replacement of the Incident Recording System.	Jun-20	Mar-21	Strategic Planning, Performance and Communications	
<p>Purpose: The IRS is a national system used by all fire and rescue services in Great Britain for recording incidents from 2009-10 onwards. For SFRS, the system is the main source of incident-related performance information provided for use by all internal and external stakeholders. Ensuring the on-going availability of IRS data is essential to SFRS.</p>					

SO4: Action 13	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements. (Year 1 of 3) *NEW*	Prepare a new Phase 2 Project Plan for the implementation of the PMS.	Apr-20	Jun-20	Strategic Planning, Performance and Communications	
	Implement the actions from the second-stage project plan.	Jul-20	Mar-21		
<p>Purpose: The Service procured a corporate Performance Management System at the end of January 2019. During the first phase of implementation a programme of work was developed to tailor the system to SFRS requirements and to enable high level performance reporting and action planning. Phase two will see the roll out of the system across the organisation.</p>					

SO4: Action 14	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver and commence a ten-year investment and implementation plan for Standard Station Design (SSD). (Years 1 of 3) *NEW*	Prepare and consult on an agreed SSD across all SFRS and strategic partners.	Mar-20	Jun-20	Finance & Contractual Services	
	Prepare an investment requirements report based on SSD.	Jul-20	Dec-20		

Purpose: A ten-year investment and implementation plan for Standard Station Design will provide a modern station footprint that is suitable for an inclusive diverse workforce, in the correct locations and with the correct facilities.

SO4: Action 15	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and implement the New Fleet Strategy, including charging infrastructure, in dealing with Climate Change across SFRS (Year 1 of 5)	Develop and publish Fleet Strategy dealing with Carbon Reduction and addressing Scottish Government Climate Change agenda.	Apr-20	Jun-20	Finance and Contractual Services	
	Prepare financial report identifying funding requirements to meet strategic fleet objectives	Apr-20	Mar-21		
	Agree procedures and protocols and associated strategy for the roll out of a national blue light vehicle charging infrastructure	Apr-20	Mar-21		
	Complete roll out and distribution of electric car fleet	Apr-20	Mar-21		

Purpose: The New Fleet Strategy will separate light and heavy fleet to inform selection of the best options available for different types of SFRS vehicles to maximise carbon reduction potential.

SO4: Action 16	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver the Structural Firefighters PPE rolling four-year Programme. (Year 2 of 4) *NEW*	Complete second set role out for wholetime firefighters.	Mar-20	Apr-21	Finance & Contractual Services	
	Finalise the North SDA rural first set of structural fire kit.	Mar-20	Apr21		

Purpose: The provision of standard structural Firefighters PPE across Scotland.

SO4: Action 17	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver the Phase 1 of the Portlethan Refurbishment Programme. (Years 1 of 2) *NEW*	Design, develop and deliver the upgraded site.	Apr-20	Dec-20	Finance & Contractual Services	
Purpose: As part of the Capital Budget Programme, work will be carried out to extend existing training facilities at Portlethan to provide appropriate training as locally as possible minimising disruption to family life and other employment.					

SO4: Action 18	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a programme of works to rectify issues arising from the presence of RAAC panelling in roof construction. (Years 1 of 3) *NEW*	Undertake individual option appraisals of affected sites, with consideration of suitability and condition of stations.	Apr-20	Jun-20	Finance & Contractual Services	
	Prepare a report on financial and operational implications to rectify concerns.	Apr-20	Jun-20		
Purpose: In May 2019 a safety alert was issued by the building and civil engineering industry's Standing Committee on Structural Safety (SCOSS) following a recent (2018) failure in a flat roof constructed from RAAC. RAAC was used extensively in the construction of flat roofed schools and similar buildings between the 1960-80s. Following investigations, it was found that 23 SFRS buildings (5%) over 15 sites have now been confirmed as having RAAC panels, including the initial two fire stations where this was identified during preparation for reroofing works (Dalkeith & Liberton) and McDonald Road.					

SO4: Action 19	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop partnership with other public bodies to identify and implement asset sharing solutions. (Year 1 of 3) *NEW*	Agree future protocols and framework for blue light collaboration with partners.	Apr-20	Mar-21	Finance and Contractual Services	
	Agree relevant actions from blue light collaboration.	Apr-20	Mar-21		
Purpose: The Asset Management Liaison Board has been established as an Executive Board to support the effective management of assets and to enable service delivery in line with our Asset Management Strategy. Asset sharing solutions could lead to reduced costs to the Service and improved working between emergency service partners.					



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Annual Operating Plan 2020/21

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