

**SCOTTISH FIRE AND RESCUE SERVICE**  
**The Board of Scottish Fire and Rescue Service**



Report No: B/SPPC/04-20

Agenda Item: 17

<b>Report to:</b>	<b>THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE</b>						
<b>Meeting Date:</b>	<b>30 APRIL 2020</b>						
<b>Report Title:</b>	<b>ANNUAL OPERATING PLAN 2019/20 QUARTER 3 PROGRESS REPORT</b>						
<b>Report Classification:</b>	<b>For Noting</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to present the Board with a quarterly progress report of the Annual Operating Plan 2019/20.						
<b>2</b>	<b>Background</b>						
2.1	The Governance and Accountability Framework sets out the requirement for the Scottish Fire and Rescue Service (SFRS) to produce an annual plan for each financial year.						
2.2	Following the publication of the Strategic Plan 2019-22 on 1 October 2019, the Annual Operating Plan 2019/20 was approved by the Board at its meeting of 31 October 2019.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The quarterly progress report is attached as <b>Appendix A</b> . This provides details of progress made against the actions of the Annual Operating Plan 2019/20 up to end of December 2019.						
3.2	Up to the end of December 2019: <ul style="list-style-type: none"> <li>• 41 actions were noted as progressing as planned</li> <li>• 18 actions were noted as experiencing some slippage but are still expected to be completed in this reporting year</li> <li>• 2 actions have been highlighted as still having a significant risk against delivery.</li> </ul>						
<b>4</b>	<b>Recommendation</b>						
4.1	The Board is invited to note the quarterly report and progress made against the Annual Operating Plan 2019/20 as detailed in <b>Appendix A</b> .						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Financial</b>						
5.1.1	There are no financial implications arising from this report. Any financial implications arising from any individual action will be brought before Strategic Leadership Team (SLT) and the Board as appropriate.						

5.2 5.2.1	<b>Environmental &amp; Sustainability</b> There are no environmental and sustainability implications arising from this report. The Annual Operating Plan 2019/20 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.3 5.3.1	<b>Workforce</b> There are no workforce implications arising from this report. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.4 5.4.1	<b>Health &amp; Safety</b> There are no health and safety implications arising from this report. The Annual Operating Plan 2019/20 contains actions which supports SFRS commitment to health, safety and wellbeing.
5.5 5.5.1	<b>Training</b> There are no training implications arising from this report.
5.6 5.6.1	<b>Timing</b> This progress report covers the period up to and including Quarter 3 (1 October – 31 December 2020).
5.7 5.7.1	<b>Performance</b> Progress against the Annual Operating Plan is reported to the Senior Management Team, Strategic Leadership Team and the SFRS Board.
5.8 5.8.1	<b>Communications &amp; Engagement</b> Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders and communities to produce the Strategic Plan 2019-22 on which the Annual Operating Plan is based.
5.9 5.9.1	<b>Legal</b> Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.10 5.10.1	<b>Information Governance</b> The collation or use of personal data is not required in the preparation of the Annual Operating Plan Quarterly Progress Reports. A Data Protection Impact Assessment is therefore not applicable.
5.11 5.11.1	<b>Risk</b> There are no risks arising from this report. Links have been made with actions of the Annual Operating Plan 2019/20 and the Corporate Risk Register. Any risks arising from any individual actions will be brought before SLT and the Board through the risk management channels.
5.12 5.12.1	<b>Equalities</b> An Equality and Human Rights Impact Assessment was carried out on the Annual Operating Plan 2019/20. Indications suggest that it will have a positive effect on the grounds of equality and will support the SFRS in its ambitions of mainstreaming equality.

<b>6</b>	<b>Core Brief</b>	
6.1	The Director of Strategic Planning, Performance and Communications presented the Quarter 3 Progress Report on the Annual Operating Plan 2019/20 to Board members. 41 actions were progressing as planned (GREEN); 18 actions were experiencing some slippage but presenting no major issues were (AMBER); and 2 actions have been highlighted as having a significant risk against delivery at this time (RED).	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A – Annual Operating Plan 2019/20 Quarter 3 Progress Report.	
<b>Prepared by:</b>	Alison Hastings, Performance and Strategic Planning Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Corporate Governance	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
The Annual Operating Plan is the means by which SFRS works towards the priorities of the Strategic Plan 2019-22 and the Fire and Rescue Framework for Scotland 2016. Quarterly performance reports provide evidence of the progress made and highlights any potential challenges in delivery against those priorities.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Team</i>	<i>26 February 2020</i>	<i>Noted</i>
<i>Strategic Leadership Team</i>	<i>11 March 2020</i>	<i>Noted</i>
<i>SFRS Board</i>	<i>30 April 2020</i>	<i>For noting</i>



# **Annual Operating Plan 2019/20**

## **Quarter 3 Progress Report**

## Executive Summary

Work has been progressing throughout Quarter 3, with 66% of actions on target. 31% of actions are experiencing some minor slippage on milestones but the majority are still expected to be completed by the end of the financial year. 3% actions are indicating a red status.

A delay in developing modules for the in-house Health and Safety Information Management System has resulted in a delay in further development of the system. It is anticipated that the first module will be available early 2020. A change in management has resulted in a delay of the SFRS Management of Risk at Operational Framework, proposals have now been developed and further discussion will be held.

External factors have impacted on some actions leading to an amber RAG status. The project to adopt the National Resilience Assurance Team (NRAT) Electronic Support System (ESS) is on hold whilst NRAT update their computer systems. Negotiations on an enhanced reward package for a broadened firefighter role continues, with a final proposal issued to the Fire Brigades Union (FBU). The FBU are expected to undertake a consultative ballot in Quarter 4.

A few key actions are progressing better than in the last quarter, although are sitting at amber status whilst key documents are reviewed. Training and Employee Development (TED) are awaiting approval for a Business Case to appoint a Project Manager to manage the implementation of the recommendations from the TED Training Review. Throughout the Quarter, four key Service documents were approved. Our Climate Response Plan 2045, Corporate Parenting Plan 2020-23, Employee Recognition Scheme and a Positive Action Strategy.

To improve how the Service manages its performance, a three-year programme of work has been developed to support delivery of the Strategic Plan 2019-22. The new Strategic Plan has also prompted a review of Local Plans, with preparatory work complete and plans in place to launch a public survey in January 2020.

Planning has also been a key focus for People and Organisational Development who have carried out substantial work to produce a dynamic and accurate wholtime uniformed staff profile. This, in turn, has allowed work on the Strategic Resourcing Plan to begin. This will enable responsive succession and workforce planning.

Planning work to test our operational preparedness for any challenges brought about by the EU Exit was undertaken. Policies and procedures were in place to ensure the SFRS is in a position to deal with any increased operational activity. National events taking place across Scotland during 2019 and 2020 have also been in focus and a Pathfinder Team is now in place and working on the project documentation required by the of January 2020 to prepare for COP 26 and the UEFA European Championships.

**Green**  **66% ( 41 out of 61 actions)**

Action on target. Milestones progressing as expected.

**Amber**  **31% (18 out of 61 actions)**

Some slippage on milestones but still likely to complete overall action by target end date.

**Red**  **3% (2 of 61 actions)**

Action unlikely to be completed in reporting year and/or significant risk in delivery identified.

## Directors' Summaries

### Prevention and Protection

Work is progressing well across five of the six actions. The National Fire Chiefs Council (NFCC) have delayed the initial working group on Fire Safety Risk Rating Methodology until January 2020. As the revised Fire Investigation (FI) model is agreed the focus is now on development of ISO working arrangements and how these can implement key elements of this certification. A FI Incident and Casualty Analysis Report has been produced which provides a national trend analysis of all fatal fires and will provide direction for local partnerships. In response to the findings of this report a Care Provider Seminar is planned to further develop partnership working within this sector. Following the recommendations from the Ministerial Working Group, the Fire Safety Specialist Housing guidance will be supported by a national campaign planned for early 2020. A Fire Safety Engineering (FSE) Competency Framework is being developed by the National Fire Chiefs Council. To support this, a review is nearing completion of SFRS FSE skills and attributes. A working group has been created to support the new smoke detection legislation in domestic properties. Procurement of detectors, which meets this new standard, is complete.

### Response and Resilience

Planning and preparation for significant upcoming events (Britain's exit from the European Union and the Conference of the Parties 26 (COP26)) is underway. A National Event Operational Plan for the EU Exit was developed and the initial COP26 Pathfinding Team has established to prepare for the event scheduled for November 2020. The Operational Assurance (OA) debrief process for the Level 5 incident at Woodmill High School was concluded with the debrief report and recommendations presented to the OA Board.

The Directorate held its first Flexi Duty Officer Command Seminar where key relevant topics relating to incident command, firefighter safety and matters underpinning and supporting safe and effective incident command were shared and discussed. External speakers also contributed to the event. The development of an in-house Health and Safety Management Information System (HSMIS) has been delayed due to a slip in timescales developing the modules, indicated with a red RAG status. It is anticipated the first module may now be live in early 2020/21. Development of a SFRS Management of Risk at Operational Incidents Framework has also been delayed - this also has a red RAG status.

### Service Delivery

Work is progressing well across the three Regional Resilience Partnerships (RRP). Across the East Service Delivery Area work is being carried out closely with Scottish Government to develop a new RRP governance and accountability structure. This will remove significant duplication of work to support resilience, while identifying interdependencies and workloads amongst the Civil Contingency Partners. It will also be a test of concept for wider use across the North and West Service Delivery RRP's. Work within the three Local Resilience Partnerships (LRP) is also progressing well. We are actively involved in the identification of community and resilience risks, exercising processes around Top Tier Control of Major Accident Hazards (COMAH) sites, Nuclear and Fuel Bunkered sites. The three Areas will complete all actions as set out by Quarter 4.

## **People and Organisational Development**

Significant progress has been made against key actions in this quarter. The most comprehensive and up to date workforce planning data is now available to hand which is enabling accurate and timely recruitment, selection and retirement activity.

Work on leadership development continues to progress with the addition of both middle manager and leadership for change programmes, together with early scoping on a solution for Strategic Leadership Team development requirements.

Work on broadening the firefighter role reached a point where a formal offer has been made and a ballot will be held in Quarter 4.

A new, harmonised employee recognition scheme has been developed, approved and will be implemented in Quarter 4.

The approved three-year Positive Action Strategy, enhances focus on under-represented groups, following improvements to the male/female firefighter ratio.

Significant progress in relation to mental health, with the development of a new strategy and long term arrangements for trauma support, has been made.

Work is underway on a new people and training system and job evaluation process.

The Corporate Parenting Plan 2020-23 is now approved and associated actions are being implemented.

## **Strategic Planning, Performance and Communications**

Work progressed well in Quarter 3. The Business Intelligence Review was completed in December 2019 and submitted for consideration to the Strategic Leadership Team.

After a review exercise, the new Service Improvement training has been put in place and the first cohort of trainees will start the course in January 2020.

Following extensive engagement from each of the Directorates the three-year programme of work that supports the Strategic Plan 2019-22 has been drafted with approval being sought in Quarter 4.

The review of Local Fire and Rescue Plans is underway, with a public survey due to launch in January 2020.

Work has also been progressing well to implement our new Performance Management System, InPhase. A test dashboard has been created that is available to all members of the Implementation Group and the Strategic Leadership Team.

A review of the Performance Improvement Forum (PIF) has been undertaken and areas of improvements identified, with recommendations going to the Strategic Leadership Team in Quarter 4.

Although indicated with an amber RAG status, work has also begun to develop the Sustainability Framework. This action had previously put on hold due to resource challenges. It is anticipated that this document will be finalised in Quarter 1 of 2020/21.

## **Training**

Staff migration from Thornton to Newbridge is now complete and training is underway at Newbridge. Some remedial construction works still require to be completed to allow full functionality of the site.

Flexi Duty Officer Training for Operational Competence Framework modules for Quarter 4 have been built and are available on the Learning Content Management System. Work is commencing on development of modules for Quarter 1 2020/21.

81 trainee firefighters graduated prior to the festive break. The next intakes are scheduled early Quarter 4 across the National Training Centre and Newbridge.

The decision on the business case for the Training Continuous Improvement Plan Project Manager is pending. Executive Board members have been identified and an inaugural meeting is to be held in January 2020. Development of the Continuous Improvement Implementation Plan is expected to be finalised in Quarter 4.

SFRS negotiating team for Instructor terms and conditions have been identified and terms of reference for negotiations produced. Commencement of negotiations is likely to progress in either the latter part of Quarter 4 or Quarter 1 of 20/21.

## **Finance and Contractual Services**

Work is continuing to progress well, with key highlights being the approval of the Climate Change Response Plan 2045 and the award of the new internal audit contract. Both of these areas will continue to progress during Quarter 4, with work to agree our first five-year Carbon Management Plan and to prepare for the transition of internal audit services from 1 April 2020. There continues to be a strong focus on cyber security with work to complete the Cyber Essentials accreditation, while responding to numerous cyber incidents. There has been steady progress on concluding procurement exercises to facilitate capital investment within the financial year. The timing of the national Emergency Services Network project remains unclear although internal preparations are ongoing.

## Strategic Outcome 1 - Prevention

Ref	Action	RAG	Commentary	Function
SO1:1	Develop risk rating methodology for Fire Safety Enforcement.	Amber	The National Fire Chief's Council have delayed their initial working group to discuss this issue. It has been rearranged for the end of January 2020 where all fire and rescue services will feed into the group and thereafter consider a review.	P&P
SO1:2	Design and implement revised Fire Investigation (FI) Delivery Model.	Amber	An agreed Fire Investigation structure is in place following submissions to the Strategic Leadership Team in April 2019. ISO requirements and working arrangements are progressing and will continue in to 2020/21.	P&P
SO1:3	Implement initial recommendations emanating from the Scottish Government Ministerial Working Group set up following the Grenfell Tower fire.	Green	SFRS have supported the findings from the Ministerial Working Group and engaged with the release of the Specialised Housing Guidance. The SFRS will support a bespoke campaign in early 2020.	P&P
SO1:4	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements.	Green	National Fire Chief Council work is nearing a conclusion regarding the framework, thereafter work will commence on a bespoke Competency Framework for the SFRS. The delivery of Fire Safety Engineering is being challenged by the skills development, retention and recruitment of officers. This will be considered as part of a new developments pathway upon conclusion of the competency framework. A business case was submitted to Strategic Leadership Team in October aimed at strengthening the management of the technical functions within Prevention and Protection.	P&P
SO1:5	Introduce the revised standard of smoke detection to comply with new housing regulations.	Green	The Deputy Assistant Chief Officer for Prevention and Protection has established a group to oversee the provision of detectors in order to fit the new standard to 'High Risk' owner occupied premises. This includes elements of fitting, stock control, training and policy review.	P&P

## Strategic Outcome 1 - Prevention

Ref	Action	RAG	Commentary	Function
SO1:6	Provide incident and casualty trend analysis to support the review and continuous improvement of safety partnership working at a local and national level.	Amber	A care provider seminar, which will focus on the Fatal Fire Analysis Report, is planned for June 2020. Development of the timetable, invitations and full content of the day is in progress. This action will not be complete in the reporting year.	P&P

## Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
S02:1	Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Officer (FDO) policies and procedures.	Green	All relevant FDO policies are due to be reviewed between January 2020 and March 2020. Progress has been delayed due to departmental workload in relation to the 5 Watch Duty System policy review and EU Exit preparation. FDO groups are being analysed and rebalanced to ensure consistency and improved resilience at a national level.	R&R
S02:2	Delivery of an agreed, updated Chemical, Biological, Radiological and Nuclear (CBRN) response in line with the Scottish Government CBRN Strategy for Scotland and the SFRS CBRN Concept of Operations.	Amber	Training remains ongoing across the three Service Delivery Areas (SDA) to ensure that SFRS have the required skill set to deliver the required Mass Decontamination capability. Defective equipment has been identified and routes to market are being explored for repair. Training requirements have been issued to each SDA and included within their Training Needs Analysis. Guidance documents remain in draft form at present.	R&R
S02:3	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS.	Amber	The project has been delayed whilst NRAT update their current IT system. Issues have been identified with the volume of mapping data provided by SFRS to NRAT. Training of SFRS staff to commence in January 2020. Pilot testing of the system will commence following training of Resilience Capability and Assurance staff.	R&R
S02:4	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Green	SFRS continues to progress with the preparation for the ESN including the development of a high-level plan and engagement with all appropriate internal stakeholders. The Emergency Services Mobile Communication Programme, led by the Home Office, has identified potential further delay with exact timescale for SFRS implementation remains unclear.	FCS
S02:5	Ensure SFRS's operational response preparedness is robust to deal with the challenges brought about by the EU exit.	Green	A national event operational plan was developed to provide guidance. Robust scrutiny of the concurrent events risk was undertaken and an action plan was completed ensuring SFRS preparedness was extremely robust.	R&R

## Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
SO2:6	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Green	The 5 Watch Duty System Policy is currently under review alongside administrative and guidance documents. A Kronos automation was successfully implemented in November 2019 and the new Detached Duty Policy and management arrangements are on course to go live in January 2020.	R&R
SO2:7	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Green	Operational Assurance has undertaken two thematic audits (Q1: Breathing Apparatus Policy and Operational Guidance and Firefighter Safety Resource, and Q2: Breathing Apparatus). Outcomes have been submitted to the OA Board and respective action plans are now being progressed to completion. The Woodmill High School debrief process was concluded with the debrief report and recommendations presented to the OA Board. A Strategic Leadership Team paper has been drafted proposing the merge of the OA Board and National Health and Safety Board. Further work on this is to be carried forward into Quarter 4 to further enhance existing Health and Safety/Operational Assurance governance and meeting arrangements.	R&R
SO2:8	Produce a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme.	Green	Preparatory work for the Operations Strategy is underway and full strategy development is included in 20/21 Annual Operating Plan.	R&R
SO2:9	Develop a Wildfire Strategy and implementation plan in support of the operational response to such events.	Green	The development of the Wildfire Strategy is progressing well. Information from debriefs, seminars, fire and rescue services in the UK and Europe and the National Fire Chiefs Council wildfire workstream is being considered and incorporated into the design of the Strategy. The preferred locations for Wildfire Response Stations has been completed following consultation with Local Senior Officers. Options will be submitted for approval in the near future. The provision of Personal Protective Equipment (PPE) and an off-road vehicle are progressing well. Asset Management are assisting with the identification of a vehicle with existing examples being used for research. The PPE provision is considering how best to source suitable PPE that can be used at multiple incident types.	R&R
SO2:10	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.	Green	The Pathfinder Team is now in place and are at the early stages of the project. Work is underway to provide required project documentation by the end of January 2020.	R&R

## Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
SO2:11	Develop Local Resilience Partnerships (LRP) and Regional Resilience Partnerships (RRP) arrangements to ensure robust multi-agency emergency response plans are in place.	<b>Green</b>	<p>Work is progressing well across the three Regional Resilience Partnerships (RRP). Across the East Service Delivery Area DACO Jim McNeil is working closely with Ross Baird from Scottish Government to develop a new RRP governance and accountability structure. This will remove significant duplication of work to support resilience, while identifying interdependencies and workloads amongst the Civil Contingency Partners. This will be a test of concept for wider use across the remaining two RRP's in the North and West Service Delivery Areas.</p> <p>Work within the three Service Delivery Areas Local Resilience Partnerships (LRP) is also progressing well. We are actively involved in the identification of community and resilience risks, exercising processes around Top Tier Control of Major Accident Hazards (COMAH) sites, Nuclear and Fuel Bunkered sites, such as Hunterson, Torness and Grangemouth Refinery. We are delivering on the milestones across this reporting Quarter. The three Service Delivery Areas will complete all actions as set out by Quarter 4.</p>	Service Delivery

## Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:1	Relocate main seat of East Service Delivery Area centralised training to Newbridge.	Amber	All training staff have now migrated from Thornton and training is being scheduled and delivered at Newbridge. Any remaining training equipment will be transferred from Thornton to Newbridge early 2020 to allow hand-over of the Thornton site for decommissioning. Some remedial construction works are still outstanding and will require to be completed before the site is fully functional.	Training
SO3:2	Deliver Flexi Duty Officers (FDO) Training for Operational Competence Framework (TfOC) - Year 2 of 3 Year Programme.	Green	This action is progressing well. January 2020 Supporting Modules: Buildings, February Core Module Operational: Assurance, and March Supporting Module: HazMat have been built, tested and uploaded.	Training
SO3:3	Deliver the Wholetime Trainee Firefighter Foundation Training Programme.	Green	Two cohorts of students completed the Foundation Programme in Quarter 3. The Thornton cadre graduated on 13 December 19 and the National Training Centre cadre on 20 December 19. Of the 84 places available, 80 students passed out into Service Delivery.	Training
SO3:4	Implement the recommendations from the TED Training Review Report.	Amber	The decision on the business case for a Project Manager to manage the implementation is pending from the Strategic Leadership Team. Executive Board members have been identified and the inaugural meeting is to be held in January 2020. Development of the Continuous Improvement Implementation Plan is expected to be finalised in Quarter 4 slightly later than planned.	Training
SO3:5	Harmonise Instructor Terms and Conditions.	Green	The SFRS negotiating team have been identified and terms of reference for negotiations produced. Commencement of negotiations are currently on hold pending employee decision on wider terms and conditions negotiations.	Training

## Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:6	Deliver and regularly review the Workforce and Strategic Resourcing Plan in support of the SFRS Strategic Plan, Financial Strategy and Service Transformation Programme for 2019/20.	Green	Significant work in Quarter 3 to develop a dynamic and accurate whole-time uniformed staff profile is now complete. This has allowed work to commence on the Strategic Resourcing Plan which will enable accurate/responsive succession and workforce planning. The Recruitment and Selection Project is progressing to plan. A Project Board has been created to provide scrutiny, ensuring actions remain in line with identified work streams and timescales.	POD
SO3:7	Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	Green	Work has continued to enable the implementation of scheduled Supervisory, Middle and Strategic Leadership Development Programmes (LDPs). Evaluation of the LDPs has commenced to ensure and enable continued alignment to SFRS strategic need. The Leadership for Change Programme has been developed and delivery is scheduled from January 2020. A revised approach to the Learning Needs Analysis (LNA) was considered to further align to the current training methodology and ensuring a more consistent approach for the end user. With the output from the LNA anticipated during Quarter 4, the Leadership Development Commodity Strategy will be reviewed and finalised to enable progress to next stages of procurement and a best value approach to the Leadership and Development implementation across the Service.	POD
SO3:8	Review collective bargaining arrangements and deliver pay reward and benefits framework.	Amber	Next steps are being explored with the aim of reaching agreement on the standardisation of terms and conditions for those on the Retained Duty System. Negotiations on an enhanced reward package for a broadened firefighter role continue, with a final proposal issued to the Fire Brigades Union. They are expected to undertake a consultative ballot in Quarter 4. An Employee Recognition Scheme has been approved and will be implemented by the end of Quarter 4. This creates a consistent approach to recognition across the Service and introduces a reward scheme for all staff.	POD
SO3:9	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Green	Review of the SFRS Dignity and Integrity at Work Policy and the SFRS approach to Bullying, Harassment and Discrimination is ongoing to address perceptions raised via the SFRS 2018 Staff Survey results.	POD
SO3:10	Develop and implement a Positive Action Strategy and co-ordinate, progress and report on the "Balancing the Workforce Profile Action Plan" aimed at attracting and retaining applicants from diverse backgrounds.	Green	In this Quarter, we have appointed a Vocational and Apprenticeship Coordinator to further enhance SFRS apprenticeship programmes. We currently have 376 Firefighter Modern Apprentices. A three-year SFRS Positive Action Strategy, aimed at further improvement to the workforce profile balance, has been approved. A communications plan is being developed to support its launch and associated actions will now be delivered. Consideration of the roll out of Career Ready pilot is being progressed.	POD

## Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:11	Implement Job Analysis and Evaluation based on ongoing SFRS requirements.	Green	Initial scoping work has commenced to consider the requirement for a review of the current Job Evaluation Scheme and potential impacts on the support staff pay and grading structure. This work will be progressed in Quarter 4.	POD
SO3:12	Develop, implement and embed mental health and resilience strategies to best support the mental wellbeing of SFRS staff.	Green	Work has continued across a number of key areas aimed at enhancing and embedding mental health support for SFRS staff. The procurement process to appoint a provider of trauma services was concluded, guidance documents on stress were published and work continued in collaboration with our blue light partners on the development of the Lifelines Project. A draft strategy and mental health board proposal is being developed for Strategic Leadership Team approval in Quarter 4.	POD
SO3:13	Develop, implement and embed firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.	Amber	Progress continues in relation to the scoping of an alternative fireground fitness assessment. Engagement has taken place with internal stakeholders on the introduction of strength and endurance assessments which will both enhance our assessment framework and mitigate injury risk. A full review of physiotherapy and rehabilitation services will not be completed in this reporting year and will be progressed further in 2020-21.	POD
SO3:14	Implement improved procedures to reduce the risks from exposure to contaminants.	Green	Progress continues in relation to the implementation of the Contaminants Action Plan, including the SFRS and University of Central Lancashire joint research project.	POD
SO3:15	Develop a programme that delivers an integrated People and Training System to meet SFRS's current and future needs for recording and managing relevant personal information.	Green	A Project Board has been established to ensure appropriate governance of this programme. Milestone delivery in 2020-21 will be reliant on the outcome of the Business Case submitted to establish a project team.	POD

## Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:16	Develop SFRS response to existing and emerging equality related initiatives and raise profile of SFRS as leader in equality, diversity, inclusion and human rights.	Amber	The new Corporate Parenting Plan for 2020-23 has been approved for publication and implementation along with the associated action plan. Our approach to the introduction of employee networks was approved. This forms part of a range of measures and actions aimed at enhancing the Service as an inclusive employer and advancing equality across the range of protected characteristics. The revision of the Equality and Human Rights Impact Assessment process is being carried forward to the 2020/21 Annual Operating Plan.	POD
SO3:17	Develop and facilitate the completion of the SFRS, Service Delivery Area and Directorate Health and Safety Improvement Plans.	Amber	The SFRS Health and Safety Annual Plan and associated Directorate and Service Delivery improvement plans are in place. The completion status at Quarter 3 is 37% - an increase from 19% completion in Quarter 2.	R&R
SO3:18	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Red	ICT continue to develop the HSMIS. Following a delay, ICT anticipate the first module may now be live in 2020/21. The potential to renew the contract with the existing provider for a further year is being explored.	R&R
SO3:19	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Red	Proposals have been developed and agreed in principle with the Deputy Assistant Chief Officer of Response and Resilience. Further discussions are required.	R&R
SO3:20	Review the Communications and Engagement function structure and establish a business partner model.	Green	The function's structure has been reviewed and a proposed new structure has been approved by the Strategic Leadership Team. Work is ongoing to develop job descriptions for team leader roles and to create generalist communications officer posts. Business partners have been assigned to key projects.	SPPC

### Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:21	Review internal communications.	Green	Staff survey, focus groups and benchmarking have been completed. The review report has been completed along with a proposed action plan. The report and action plan will be considered by the Strategic Leadership Team in February 2020.	SPPC
SO3:22	Review on-call media arrangements for SFRS.	Amber	Review of on-call media arrangements has been completed with managers supporting the on-call rota. A revised General Information Note to support Operations Control to respond to routine incident enquiries has been drafted and will be finalised in Quarter 4.	SPPC

## Strategic Outcome 4 - Public Value

Ref	Action	RAG	Commentary	Function
SO4:1	Develop a 3-year Strategic Plan Programme of work to fully support the delivery of the new Strategic Plan 2019-22.	Green	Following contributions from all Directorates, a three-year programme has been drafted to support the delivery of the Strategic Plan 2019-22. The programme will be signed off in Quarter 4 and used to inform the Annual Operating Plan 2020/21.	SPPC
SO4:2	Coordinate the statutory review of Local Fire and Rescue Plans to support the SFRS Strategic Plan 2019-22, and compliment Local Outcome Improvement Plans (LOIPs).	Green	The review of Local Fire and Rescue Plans is now underway. Guidance and supporting information has been collated and made available to Local Senior Officers to assist them in this work. Throughout Quarter 4, Local Senior Officers will be reviewing relevant local information and engaging with stakeholders to inform the review. An engagement survey will launch on the SFRS consultation hub on 8 January and will run until 18 March to gather views from our staff, the public and partners. Review reports are expected to be completed by April 2020.	SPPC
SO4:3	Review the SFRS Performance Management Framework (PMF) and agree a revised suite of performance measures to ensure robust scrutiny of progress against the Fire and Rescue Framework and the new Strategic Plan 2019-22.	Green	A review of the Performance Management Framework started in Quarter 3 following the introduction of the Strategic Plan 2019-22. Revisions to realign the suite of key performance indicators to the new outcomes and objectives is now drawing to a conclusion. The revised document is expected to be reported in March 2020.	SPPC
SO4:4	Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	Green	A test dashboard has been implemented in InPhase with access available to all members of the Performance Implementation Group and Strategic Leadership Team. Development work is progressing to timescale and all current milestones are being met.	SPPC
SO4:5	Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021.	Amber	The Prevention and Protection (P&P) Governance and Review Project is complete and outcome report prepared. A prioritised action plan will now be developed. Following project changes the Service Delivery Area Admin Review, which was planned to finish in Quarter 4 2019/20, will now extend to Quarter 1 2020/21. The project is in the analysis phase and an interim report will be provided to the Project Executive at the end of February 2020. Due to changes in projects and the timeline within the Service Improvement Work Programme, the Operational Intelligence Improvement Review will now commence at the end of Quarter 4 2019/2020. The Station Standard and Overtime Staffing Projects have been moved to Quarter 1 2020/21.	SPPC

## Strategic Outcome 4 - Public Value

Ref	Action	RAG	Commentary	Function
SO4:6	Review the SFRS approach to Service Improvement planning and delivery.	Green	A review of the Performance Improvement Forum has been undertaken and areas of improvements identified. A revised process for managing improvement plans will be submitted to the Strategic Leadership Team in Quarter 4. It is anticipated this will further strengthen the ownership and scrutiny of improvement actions plans, whilst also streamlining the process.	SPPC
SO4:7	Prepare a Sustainability Framework.	Amber	This action was placed on hold due to capacity challenges. Work is now progressing with support and contribution from all necessary functions. It is unlikely that this will be finalised by end of Quarter 4 as planned but is expected to be finalised in Quarter 1 of the 2020/21 reporting period.	SPPC
SO4:8	Develop and embed collaboration governance, planning and performance arrangements to support and contribute to the tri-service Reform Collaboration Group (RCG).	Green	Good progress is being made to strengthen the arrangements to support the RCG. New Terms of Reference have been agreed and a project management approach adopted. Work will continue to develop a risk register and introduce an information sharing platform.	SPPC
SO4:9	Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.	Green	The Annual Report and Accounts and the procurement of the internal audit service has been completed. The other objectives are on track to be delivered by the end of the year.	FCS
SO4:10	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Amber	Information has been requested from Directorates detailing the individual business continuity plans arising from previous identification of their key business activities.	FCS

## Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:11	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Green	Our SFRS Climate Change Response Plan 2045 has now been agreed and published. The Energy and Carbon Plan has been reviewed and is now in a revised draft format for consultation. SFRS is fully engaged with all of the Scottish Government departments involved in Climate change.	FCS
SO4:12	Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Amber	Accreditation to Cyber Essentials standard has been delayed due to diversion of resources to manage multiple cyber security incidents. Cyber Security training for all users was completed in Quarter 3.	FCS
SO4:13	Review the SFRS approach to Business Intelligence.	Green	The Business Intelligence Review was completed in December 2019. The review goes before the Strategic Leadership Team in January 2020.	SPPC
SO4:14	Implement a full Service awareness and training programme regarding compliance with the Freedom of Information (Scotland) Act.	Amber	Work is ongoing to review the Freedom of Information (FOI) process. Once this has been finalised training on responding to requests will be delivered to functions who regularly respond to FOIs to provide. This will be supported by engagement with senior managers. Due to existing meeting schedules, this will be completed in Quarter 1 of 20/21.	SPPC
SO4:15	Review and improve how SFRS captures and reports on compliments and complaints corporately and at local levels.	Green	The dashboard has been developed and approved by the Service Delivery Committee. Further thematic analysis will be provided with the next report. Further work is also required to share this information with Local Senior Officers and improve capture of compliments and complaints at station level.	SPPC

## Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:16	Implement the recommendations of the Legal Services Review.	Green	The Legal Team has been tasked with developing specific training subjects for Client Departments. Subjects include Employment, Contracts, Mock Courts (Fatal Accident Inquiry), Enforcement and Procurement. Main workflows are complete but require some further work, including guidance and templates before building Dynamics 365. The Legal iHub page has been drafted but needs final approval before uploading.	SPPC
SO4:17	Review Service Delivery Area/Corporate Admin roles and responsibilities.	Green	The Admin Improvement Review is underway and on track for completion in Quarter 4.	SPPC
SO4:18	Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery.	Green	The ICT Workplan is generally progressing as planned with a small number of projects already closed including Modern Desktop and Wide Area Network implementation. The delay to timescales for the Command and Controls Future Project affects decommissioning of any legacy infrastructure.	FCS
SO4:19	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Green	There has been good progress overall in delivering the Procurement Workplan. A number of key procurements were delivered in December with additional procurements including smoke alarms being delivered. There remains pressure in the last quarter to progress procurements to meet year end timescales.	FCS
SO4:20	Proactively manage our asset base and target investment where it delivers best value.	Amber	This action is progressing well with all the milestones on target. The West Asset Resource Centre has been placed on hold for at least 12 months due to competing capital pressures arising from Reinforced Autoclaved Aerated Concrete panels work and other strategic projects.	FCS

## Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:21	Enhance Service Improvement guidance to support process review/redesign.	Green	In Quarter 3 a full review was undertaken of the current Learning Content Management System (LCMS) packages which were subsequently replaced with the Scottish Government Foundation Improvement Course. The new Service Improvement training commenced roll out in January 2020.	SPPC
SO4:22	Develop Transformation Programme Benefits Realisation Plan.	Green	The Benefits Realisation Plan was completed in October 2019. It was reported to the Programme Office Board in October 2019 and approved by Transformation and Major Projects Committee.	SPPC