



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Annual Operating Plan 2019/20

Interim Quarter 4 Progress Report

Executive Summary

During Quarter 4 COVID-19 impacted on planned work and resources right across the Scottish Fire and Rescue Service. A total of 39 actions out of the 61 contained within the Annual Operating Plan 2019/20 were negatively affected as resources were diverted to manage the impact of the pandemic. These actions have been greyed out throughout this report as they have not been progressed in this reporting period. An update on the progress of these actions will be provided alongside the Quarter 1 progress report of the 2020/21 Annual Operating Plan.

More positively, 19 actions have been completed (marked in blue) including: implementation of the recommendations emanating from the Ministerial Working Group following Grenfell; ensuring operational response preparedness to manage the challenges of the EU Exit; the relocation of the main seat of East Service Delivery Area centralised training to Newbridge; the development of a 3-year Strategic Plan publication of a revised programme of Work; and a revised Performance Management Framework.

Three actions have been marked as Amber, with all of them being delayed for different reasons.

Within People and Organisational Development, the assessment of requirements to consider a review of the current Job Evaluation Scheme and a report on potential impact on the pay and grading structure has been delayed slightly. The Introduction of a revised Equality Impact and Human Rights assessment process has been delayed due to staff absence.

Within Training, Safety and Assurance, the launch of the development of an in-house Health and Safety Management Information System was delayed due to ICT technical interface issues.

Each of the amber actions will be carried forward for completion into the Annual Operating Plan 2020/21.

Blue  **31% (19 out of 61 actions)**

Actions are complete/closed.

Green  **0% (0 out of 61 actions)**

Action on target. Milestones progressing as expected.

Amber  **5% (3 out of 61 actions)**

Some slippage on milestones. The action will be carried forward to the AOP 2020/21.

Red  **0% (0 of 61 actions)**

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

Grey  **64% (39 out of 61 actions)**

Action impacted by COVID-19. Update to be provided in August 2020.

Strategic Outcome 1 - Prevention

Ref	Action	RAG	Commentary	Function
S01:1	Develop risk rating methodology for Fire Safety Enforcement.			P&P
S01:2	Design and implement revised Fire Investigation (FI) Delivery Model.			P&P
S01:3	Implement initial recommendations emanating from the Scottish Government Ministerial Working Group set up following the Grenfell Tower fire.	Complete	SFRS have supported the findings from the Ministerial Working Group and engaged with the release of the Specialised Housing Guidance. We also fully supported the launch campaign which took place in early 2020. Partnership working with the Ministerial Working Group will continue in the AOP 2020/21.	P&P
S01:4	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements.			P&P
S01:5	Introduce the revised standard of smoke detection to comply with new housing regulations.			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.			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.			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			R&R
S02:3	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS			R&R
S02:4	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Complete	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 remaining unclear. The milestones for 2019/20 are complete. The action will be carried forward into the AOP 2020/21.	FCS
S02:5	Ensure SFRS's operational response preparedness is robust to deal with the challenges brought about by the EU exit.	Complete	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. As plans are in place, this will now be managed by Service Delivery.	R&R

Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
S02:6	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.			R&R
S02:7	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Complete	OA have developed a new electronic Operational Assurance Recording and Reporting System with ICT and an external provider. The system is in the testing stage with a view to it going live across the SFRS in June/July 2020. OA have also strengthened their communication channels by developing a governance process for the management of National Operational Learning (NOL) Action Notes and Information Notes, ensuring UK-wide FRS learning is acted upon and shared. A Strategic Leadership Team paper has been submitted proposing the merge of the OA Board and National Health and Safety Board. Work has also been carried out to further enhance existing Health and Safety/Operational Assurance governance and meeting arrangements. Going forward, this action will be managed as business as usual.	R&R
S02:8	Produce a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme.			R&R
S02:9	Develop a Wildfire Strategy and implementation plan in support of the operational response to such events.			R&R
S02:10	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.			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.			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.	Complete	All training staff have now migrated from Thornton and training is being scheduled and delivered at Newbridge.	Training
SO3:2	Deliver Flexi Duty Officers (FDO) Training for Operational Competence Framework (TfOC) - Year 2 of 3 Year Programme.	Complete	This action is complete for 2019/20 with all planned modules built, tested and uploaded. Year 3 of the programme has been included in the AOP 2020/21.	Training
SO3:3	Deliver the Wholetime Trainee Firefighter Foundation Training Programme.	Complete	Three cohorts of students completed the Foundation Programme in Quarter 4. Due to COVID the graduation ceremony of each cohort has been postponed. The new recruits are now at stations across the country.	Training
SO3:4	Implement the recommendations from the TED Training Review Report.			Training
SO3:5	Harmonise Instructor Terms and Conditions.	Complete	Milestones for 2019/20 complete. Negotiations commenced on 12 March 2020 and a series of meetings planned and agreed. The continuation of negotiations has been carried forward to the AOP 2020/21.	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.			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.			POD
SO3:8	Review collective bargaining arrangements and deliver pay reward and benefits framework.			POD
SO3:9	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.			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.			POD

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:11	Implement Job Analysis and Evaluation based on ongoing SFRS requirements.	Amber	Assessment of requirements to consider a review of the current Job Evaluation Scheme and a report on potential impact on the pay and grading structure has been delayed slightly. This action will be carried forward as a milestone to the AOP 2020/21.	POD
SO3:12	Develop, implement and embed mental health and resilience strategies to best support the mental wellbeing of SFRS staff.			POD
SO3:13	Develop, implement and embed firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.			POD
SO3:14	Implement improved procedures to reduce the risks from exposure to contaminants.			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.	Complete	The planned activities for the year for this project have been completed. This work has been identified as a major project. The monitoring of future activity can be done through normal Portfolio Office governance routes.	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	A revised Corporate Parenting Plan 2020-22 has been approved and published and Employee Networks established. Due to staff absence the introduction of a revised Equality Impact and Human Rights assessment process has been delayed. This will be carried forward in the AOP 2020/21.	POD
SO3:17	Develop and facilitate the completion of the SFRS, Service Delivery Area and Directorate Health and Safety Improvement Plans.			R&R
SO3:18	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Amber	Launch of the HSMIS was delayed due to ICT technical interface issues. Development of this system will continue and is an action in the AOP 2020/21.	R&R
SO3:19	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.			R&R
SO3:20	Review the Communications and Engagement function structure and establish a business partner model.			SPPC

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:21	Review internal communications.			SPPC
SO3:22	Review on-call media arrangements for SFRS.			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.	Complete	Following extensive engagement with senior managers across the Service, the 3-year Strategic Plan Programme of work was approved in February 2020.	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).			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.	Complete	Following a review, the revised Performance Management Framework, including a relevant suite of performance indicators, was approved by the Board in March 2020.	SPPC
SO4:4	Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.			SPPC
SO4:5	Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021.			SPPC

Strategic Outcome 4 - Public Value

Ref	Action	RAG	Commentary	Function
SO4:6	Review the SFRS approach to Service Improvement planning and delivery.	Complete	A review of the Performance Improvement Forum has been undertaken and areas of improvements identified. A revised process for managing improvement plans was approved by 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.			SPPC
SO4:8	Develop and embed collaboration governance, planning and performance arrangements to support and contribute to the tri-service Reform Collaboration Group (RCG).			SPPC
SO4:9	Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.			FCS
SO4:10	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Complete	A range of Business Continuity Plans have been prepared in response to COVID.	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.	Complete	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. This action will now be closed and managed through the AOP 2020/21.	FCS
SO4:12	Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Complete	Accreditation to Cyber Essentials standard was achieved in April 2020. A new project in the 2020/21 ICT Workplan will continue to develop SFRS cyber security arrangements.	FCS
SO4:13	Review the SFRS approach to Business Intelligence.	Complete	The Business Intelligence Review was completed in December 2019. The review went 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.			SPPC
SO4:15	Review and improve how SFRS captures and reports on compliments and complaints corporately and at local levels.			SPPC

Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:16	Implement the recommendations of the Legal Services Review.			SPPC
SO4:17	Review Service Delivery Area/Corporate Admin roles and responsibilities.	Complete	The Admin Improvement Review was undertaken in Quarter 4. A report will be produced by Service Improvement.	SPPC
SO4:18	Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery.	Complete	The ICT Workplan is generally progressing as planned with a small number of projects already closed including Modern Desktop and Wide Area Network implementation. This action will be marked as complete and managed via the 2020/21 ICT Workplan.	FCS
SO4:19	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.			FCS
SO4:20	Proactively manage our asset base and target investment where it delivers best value.			FCS

Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:21	Enhance Service Improvement guidance to support process review/redesign.	Complete	A full review has been 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.			SPPC