SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

ANNUAL OPERATING PLAN
2015-2016

EXTENDED ACTION PLAN FOR 2016-2017

**Working together
for a safer Scotland**

◢ Introduction

The Annual Operating Plan is produced to support the Scottish Fire and Rescue Service Strategic Plan. It sets out the key development and improvement work that will be carried out in the year ahead to enable the Service to meet its strategic aims.

It is difficult to produce a definitive new Annual Operating Plan 2016/17 at this time, as our actions must align to the content of both the new Fire and Rescue Framework for Scotland 2016 and the new Strategic Plan for 2016-19. These are currently in production and expected to be in place from October 2016. To address this, the Annual Operating Plan 2015/16 supporting action plan has been reviewed and extended for a further year.

Once the content of the Fire and Rescue Framework for Scotland 2016 and the new Strategic Plan 2016-19 are agreed this action plan will be reviewed, leading to the publication of a realigned action plan from 1 October 2016 to cover the remaining six months of the year.

Extended Action Plan 2016-2017

STRATEGIC AIM 1 Improved safety of our communities and staff

1.1 Work with partners in developing safe communities and improved outcomes

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
1.1.1	Using data and evidence, including the Building Safer Communities Programme Strategic Assessment, review the delivery of Community Safety Engagement (CSE) activities to support the widening of CSE remit and to support a collaborative approach to reducing unintentional harm within the home.	1.1.1a	Review the SFRS Home Fire Safety Visit policy and associated performance management to facilitate targeted interventions that support households and individuals most at risk.				●
		1.1.1b	Through analysis of data and demographic profiles, develop a procedure, guidance and supporting materials to extend the HFSV to include other areas of unintentional harm.				●
		1.1.1c	Work with external partners to further enhance how SFRS can work collaboratively to reduce all incidents of unintentional harm within the home.				●
		1.1.1d	Review the role of Community Action Teams to consider wider community safety issues and unintentional harm.				●

1.3 Enforce fire safety legislation and investigation

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
1.3.1	Develop a process to ensure feedback from fire investigations can positively influence wider SFRS and partners' practices aimed at improving fire fighter and community safety.	1.3.1a	Liaise with UK FRS colleagues to establish the impact of Reduced Ignition Propensity (RIP) cigarettes and initiate discussions with Scottish Government to develop a way to effectively monitor RIP incidents.				●
		1.3.1b	Monitor trends in incidents involving e-cigarettes, and cheap or counterfeit charging devices, and establish mechanisms to share this intelligence with appropriate partners.				●
		1.3.1c	Collaborate with partners from the Business Engagement Forum to assess the fire performance of modern methods of building construction.				●
1.3.2	Acknowledge the recommendations from the review of the Fire Scotland Act 2015 - Regulatory Reform Group (RRG). Develop a detailed action plan to prioritise and commence necessary work streams which shall be incorporated into a future Fire Safety Enforcement Framework review and enforcement management modelling.	1.3.2a	Develop a joint response from SFRS in partnership with Scottish Government for implementation of the RRG report recommendations.	●			
		1.3.2b	Conduct a comprehensive analysis of current levels of compliance to inform future enforcement strategies and focus for sector specific engagement.		●		
		1.3.2c	Engage in partnership with the Business Engagement Forum (BEF) to share outcomes and influence private sector duty holders.		●		
		1.3.2d	In partnership with the BEF and the Fire Sector Federation (FSF) develop best practice guidance with regard to enforcement responsibility in Sheltered Housing.			●	

STRATEGIC AIM 1 Improved safety of our communities and staff

1.5 Ensure a safe and effective response to incidents

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
1.5.1	Introduce additional measures to support the Scottish Fire and Rescue Service's Unwanted Fire Alarm Signals (UFAS) demand reduction doctrine, supporting business continuity, Fire Safety compliance and potentially economic growth, across the public, private and third sectors.	1.5.1a	Develop criteria for a reduced UFAS attendance at lower risk premises based on completed studies and SFRS intelligence.	●			
		1.5.1b	Provide local data analysis tools to support intelligence led duty-holder engagement and consequential operational demand reductions.	●			
		1.5.1c	Establish an Unwanted Fire Alarm Signals performance framework to evidence policy implementation.	●			

1.6 Develop a highly motivated workforce

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
1.6.1	Introduce a revised Response and Resilience structure with supporting governance arrangements which will improve frontline outcomes and help to establish the relationship between the Response and Resilience Directorate and Service Delivery.	1.6.1a	Conduct a review of existing Response and Resilience Directorate structures and governance arrangements.	●			
		1.6.1b	Develop and introduce a revised Response and Resilience structure with appropriate new governance arrangements.	●			
1.6.2	Embed the 'safer firefighter' principles within the Response and Resilience Directorate, driving improvements in operational crew safety through enhanced delivery of operational assurance and operational intelligence arrangements.	1.6.2a	Review existing arrangements for managing Operational Intelligence.	●			
		1.6.2b	Identify and agree any new measures and approaches to ensure that Operational Intelligence is available for operational crews at the point of need.		●		
		1.6.2c	Review existing Operational Assurance arrangements and make amendments as appropriate.		●		
		1.6.2d	Identify and agree Operational Assurance development needs.				●

STRATEGIC AIM 2 More equitable access to fire and rescue services

2.1 Enable access to the right resources based on community risk profile

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
2.1.1	Conduct an audit of the Specialist Resources Implementation Plan to ensure this remains fit for purpose against emerging risks and priorities.	2.1.1a	Conduct an audit of specialist equipment implementation plans.		●		
		2.1.1b	Extend the original parameters to ensure that the SFRS' capability gaps are understood and that deployment plans are reviewed with regard to 4x4 vehicles, high reach appliances and that a standard inventory is agreed for Rescue Pumps.			●	
2.1.2	Conduct an audit of the Emergency Cover Review findings to ensure they remain fit for purpose within the current, rapidly developing landscape.	2.1.2a	Conduct an audit of the Emergency Cover Review findings to determine their ongoing suitability in shaping resource deployment.	●			
		2.1.2b	Incorporate a wider range of community risk data within any further review of emergency response arrangements.				●
		2.1.2c	Review the current response arrangements for incidents involving hazardous materials with mechanisms available to managers to resolve these incidents safely.			●	
2.1.3	Review existing Prevention and Protection structures to determine equitable distribution and balance of resources.	2.1.3a	Review proposed 2016/17 budgeted posts structure against 2013 criteria and re-align structures equitably across current/future LSO Area design (both FSE/CSE). To include review of the existing and effectiveness of current flexible working arrangements.			●	
		2.1.3b	Review the current structure and disposition of SDA Community Action Teams to ensure they continue to support the delivery of Community Safety activity and contribute towards the delivery of local Community Partnership Plans and Local Fire Plan outcomes.			●	
		2.1.3c	Provide a model for an extension of the blended (uniformed/support staff) structures to maximise Fire Safety Enforcement resource and the availability of specialist auditing, enforcement and fire engineering capability.		●		

2.2 Work to reduce risk nationally, for example the risk of fire and non-fire casualties

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
2.2.1	Establish a process for the collation and analysis of a wider range of local data which creates a holistic view of community risks.	2.2.1a	Develop local risk assessments for each of the 32 Local Authority areas.		●		
		2.2.1b	Develop a national risk assessment based on the outcome of local risk assessments.		●		
		2.2.1c	Integrate risk assessments with the development of SFRS business planning and projects as appropriate.				●

STRATEGIC AIM 2 More equitable access to fire and rescue services

2.3 Ensure a safe and effective response to incidents

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
2.3.1	Production of a Common Duty System for implementation across Scotland.	2.3.1a	Establish a multi-discipline working group including representative bodies.	●			
		2.3.1b	Conduct scoping exercise.	●			
		2.3.1c	Produce and fully evaluate a duty system proposal that will ensure flexibility in crewing based on an annualised hour's schedule.		●		
		2.3.1d	Develop a Duty System Roster Policy.			●	
		2.3.1e	Design and develop a local crew/staff management tool which will be located on an electronic browser allowing local access and the direct management of operational firefighters within their watch and station clusters.			●	
		2.3.1f	Assess flexible crewing model against new roster schedule.			●	
2.3.2	Merge existing Control Rooms into three centres of excellence.	2.3.2a	Plan for the migration of North Control Rooms into a single Regional Control Room in 2017/18.				●
		2.3.2b	Prepare for procurement of a new Command and Control system in 2017/18.				●
		2.3.2c	ICT contributions to the development and implementation of the Command and Control Futures project.				●
2.3.3	Review Flexi Duty Manager (FDM) working arrangements to ensure that effective officer cover can be maintained and essential support for operational crews is provided.	2.3.3a	Conduct an implementation review of the FDM arrangements to ensure that they remain robust.	●			
		2.3.3b	Create a means to balance FDM groups ensuring that officer skills and attributes are evenly distributed and that geographic spread and cover matches Scottish Risk profiles.			●	
		2.3.3c	Develop and publish associated supporting policies and procedures which can be fairly applied.				●
		2.3.3d	Review the provision of Gold Command cover ensuring resilience and effectiveness.		●		
2.3.4	Evaluate response and resilience policy implementation to determine effectiveness of approach and deployment.	2.3.4a	Consult with Directorate and LSO management teams to identify areas of good practice, issues and possible improvements in relation to policy development.	●			
		2.3.4b	Implement recommended actions where areas for improvement have been identified.			●	
2.3.5	The National Resilience Model (NRM) will be further developed, to be fully implemented and underpinned by a suite of supporting policies and procedures to embed the model within our culture.	2.3.5a	Complete further research and development to enhance a model which comprehensively meets the needs of the organisation.		●		
		2.3.5b	Achieve full approval for the NRM following a comprehensive engagement and consultation process.			●	
		2.3.5c	Commence implementation of the NRM across the SFRS.				●

STRATEGIC AIM 3 Improved outcomes through partnership

3.3 Develop approaches and ability to consult, listen to and respond to the public, and communicate with stakeholders

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
3.3.1	With due regard to the expectations set out in the new Fire and Rescue Framework for Scotland 2016 develop and publish a SFRS Strategic Plan for 2016/19.	3.3.1a	Produce a draft Strategic Plan which sets out SFRS key priorities and objectives.	●			
		3.3.1b	Carry out extensive consultation with staff and key stakeholders on the Plan's content.		●		
		3.3.1c	Seek approval of the Strategic Plan from SFRS Board and Scottish Ministers.		●		
		3.3.1d	Publish SFRS Strategic Plan.			●	
3.3.2	With due regard to the Fire and Rescue Framework for Scotland 2016, Strategic Plan 2016/19 and local priorities revise Local Fire Plans.	3.3.2a	Establish Working Group to oversee works programme and manage associated risks.	●			
		3.3.2b	Seek views of staff and key stakeholders through an engagement programme.		●		
		3.3.2c	Produce draft Local Plans for Local Authority areas.		●		
		3.3.2d	Carry out consultation programme on Plan contents.			●	
		3.3.2e	Seek approval of Local Plans from relevant Local Authority areas.				●

STRATEGIC AIM 4 Develop a culture of continuous improvement

4.1 Develop an innovative structure that enables us to deliver highly valued and effective services

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
4.1.1	Develop SFRS Code of Governance which sets out good practice in relation to leadership and accountability.	4.1.1a	Prepare draft code of governance.	●			
		4.1.1b	Carry out consultation with key staff.	●			
		4.1.1c	Publish approved Code of Governance.	●			
		4.1.1d	Integrate Code of Governance with Strategic Planning.		●		
4.1.2	Enhance arrangements for the management of corporate risk.	4.1.2a	Develop and publish a Business Continuity Strategy.				●
		4.1.2b	Investigate alternative risk financing options in relation to the SFRS Insurance Programme and prepare for any transition to a new framework.				●
4.1.3	Develop the statistical function of SFRS to produce high-quality statistics for public and internal use.	4.1.3a	Establish Statistical Analysis Steering Group.	●			
		4.1.3b	Develop a roadmap that will enable SFRS to become producers of official statistics.		●		
		4.1.3c	Publish two statistical bulletins - Fire and Rescue Service Statistics Scotland and SFRS Fire Safety and Organisational Statistics.			●	
4.1.4	Transfer responsibility to Performance Data Services and develop a standardised approach to the quality assurance of records within the Incident Recording System.	4.1.4a	Ensure suitable staffing resources are made available to Performance Data Services.	●			
		4.1.4b	Develop tools and automation wherever possible to assist in managing incomplete IRS incidents	●			
		4.1.4c	Consult appropriate staff groups and agree IRS Quality Assurance Policy.		●		
4.1.5	Strengthen the processes and capabilities that underpin our communications and engagement with our stakeholders.	4.1.5a	Explore ways to better integrate activities and improve the use of communications technology.				●
		4.1.5b	Identify opportunities to enhance communications and engagement with a broad range of stakeholders and audiences.				●

STRATEGIC AIM 4 Develop a culture of continuous improvement

4.2 Deliver a high performing workforce

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
4.2.1	Develop and implement an SFRS continuous learning pathway so that our people have the skills, knowledge and experience to deliver the benefits of reform	4.2.1a	Review the SFRS competency framework and design a leadership model for the SFRS.		●		
		4.2.1b	Design and implement a continuous learning pathway that supports people to develop the necessary skills, knowledge and behaviours to perform their role and that embeds the SFRS leadership model.			●	
		4.2.1c	Review workplace assessment/appraisal arrangements and develop links to career progression/development gateways and to the SFRS total reward framework.				●
4.2.2	Develop a Prevention and Protection (P&P) Competency Framework and create a supporting programme of training and development to assure current service delivery and continuous improvement.	4.2.2a	Create a progressive P&P personal development training programme from trainee level to competence in fire-fighter, supervisory and specialist roles.				●
		4.2.2b	Identify specific pathways for competence in P&P functional roles.		●		
		4.2.2c	In liaison with training colleagues ensure the modular training is imported into LCMS and integrate into future Maintenance Phase Development Plans.				●

4.3 Ensure equal opportunities for our staff and communities

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
4.3.1	Embed, oversee and quality assure the process of mainstreaming equality, diversity, human rights and inclusion across the Service.	4.3.1a	Develop and implement online e-toolkit for managing impact assessment process.			●	
		4.3.1b	Develop a programme of quality assurance on implemented policies and their impact assessments.		●		
4.3.2	Develop corporate response to equality related legislation in consultation with communities.	4.3.2a	Develop and publish Gaelic Language Plan.		●		
		4.3.2b	Develop and prepare response to Corporate Parenting obligations with partner agencies and young people in care and care leavers.			●	
		4.3.2c	Consult and prepare SFRS revised corporate Equality Outcomes.				●

STRATEGIC AIM 4 Develop a culture of continuous improvement

4.4 Improve the quality of our services for successful outcomes

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
4.4.1	Build on existing systems to enhance financial management capability and good practice.	4.4.1a	Produce annual Audited Account in line with reporting standards.			●	
		4.4.1b	Develop annual Resource and Capital Budgets.				●
		4.4.1c	Introduce an approach which will enhance procure to pay process.		●		
		4.4.1d	Embed pension administration arrangements with Scottish Public Pension Authority.		●		
		4.4.1e	Prepare for Pension auto-enrolment legislative requirements.				●
		4.4.1f	Further develop and standardise payroll processes.				●
		4.4.1g	Develop 3 year Development Plans for HR/Payroll, Finance and Procurement systems.	●			
4.4.2	Further develop procurement processes to ensure compliance with legislative requirements and Scottish Government procurement reforms.	4.4.2a	Establish a Corporate Procurement Steering Group.	●			
		4.4.2b	Develop a Corporate Procurement 3 year work plan.	●			
		4.4.2c	Following on from procurement capability assessment develop an associated improvement plan.	●			
		4.4.2d	Complete training on EU regulations for newly appointed staff.				●
		4.4.2e	Deliver awareness training to all relevant staff on procurement procedures and processes.				●
4.4.3	Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery and support functions.	4.4.3a	Deliver a programme of business projects within agreed tolerances for timescale, budget and quality endorsed by the Digital Steering Group.				●
		4.4.3b	Develop the core digital network infrastructure including extension of corporate telephony solution, extension of corporate network and deliver required preparatory work for the replacement of the Firelink service.				●
		4.4.3d	Develop the core software infrastructure including definition of corporate requirements for systems and solutions to meet generic requirements to deliver business solutions in line with the SFRS Digital Strategy.				●
		4.4.3e	Develop a corporate print strategy and tender for provision of print requirements.				●
		4.4.3f	Develop requirements for a replacement mobile phone/device contract.				●

STRATEGIC AIM 4 Develop a culture of continuous improvement

4.4 Improve the quality of our services for successful outcomes

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
4.4.4	Deliver the Strategic Intent Programme to the agreed timetable.	4.4.4a	Deliver property Tollcross Control Upgrade at MacAlpine Road Dundee.				●
		4.4.4b	Disposal of the Lauriston Site complex.		●		
		4.4.4c	Complete North East Asset Resource Centre at Claverhouse, Dundee.			●	
		4.4.4d	Disposal of the Gullane Site.				●
		4.4.4e	Disposal of the Maddiston Site.				●
		4.4.4f	Complete SDA and LSO accommodation in Dyce and Central Fire Stations in Aberdeen.			●	
		4.4.4g	Prepare for disposal of North Anderson Drive, Mounthooley and Thornton Sites.				●
		4.4.4h	Deliver ICT preparatory and implementation work related to the Strategic Intent Programme.				●
		4.4.4i	Ensure secure transfer/destruction of paper records for properties being disposed of.				●
4.4.5	Proactively manage our asset base and target investment where it delivers best value.	4.4.5a	Complete the rollout of Breathing Apparatus to all firefighters to ensure standardisation of equipment across Scotland.		●		
		4.4.5b	Produce a strategic overview report of the future requirements and financial investment needs for Structural Fire Kit and associated Personal Protective Equipment.			●	
		4.4.5c	Assess innovative firefighting solutions through the trial of two cold cutting systems for deployment within the North SDA area.		●		
		4.4.5d	Undertake a Best Value Review of building cleaning and janitorial requirements to explore potential efficiencies and savings.		●		
4.4.6	Examine information handling efficiency and effectiveness through the audit of legacy and current records management and security systems.	4.4.6a	Develop a 1 year audit plan to be taken forward jointly by Information Governance and ICT.		●		
		4.4.6b	Carry out Information/Security audit within the service.			●	
		4.4.6c	Produce outcome report which sets out relevant recommendations and actions.				●
4.4.7	Strengthen strategic planning and improve performance management systems and reporting.	4.4.7a	Introduce a revised Planning and Performance Framework which outlines how the Service will strengthen strategic planning and improve the management of performance.			●	
		4.4.7b	Introduce a revised set of key performance measures aligned to the new Strategic Plan 2016/19.			●	
		4.4.7c	Explore options to provide effective and integrated supporting performance systems and tools across all Directorates.				●
		4.4.7d	Design and deliver training programmes to support the delivery of framework.			●	

STRATEGIC AIM 4 Develop a culture of continuous improvement

4.5 Minimise the impact of our activities on the environment

Code	Operational Objective	Code	Action	Q1	Q2	Q3	Q4
4.5.1	Through the implementation of the SFRS Environmental Strategy further embed our commitment to protecting the environment.	4.5.1a	Develop a suite of Environmental Policies in relation to the Asset Management Function.			●	
		4.5.1b	Undertake environmental mapping assessment of SFRS portfolio of assets.			●	
		4.5.1c	Undertake Climate Change Adaption assessment.			●	
		4.5.1d	Develop Carbon Management Plan and Project Register.			●	
		4.5.1e	Develop an Environmental Management System (EMS), including a Legislation Register.			●	
		4.5.1f	Introduce an Environmental performance report.			●	

Contact us

Do you think we are focusing on the right things to keep you safe in your community? Is there anything you need us to clarify or want to ask us about the way we work or the plans we have? Your opinion is important. It helps us shape the service we provide so that it meets your needs. Please let us know what you think.

You can contact us in a number of ways:

Write to:
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Westburn Drive
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G72 7NA

Call: 0141 646 4501

E-mail: enquiries@firescotland.gov.uk

Use our website feedback form at: www.firescotland.gov.uk

If you would rather speak to someone in our service who works in your area, the details of your local Community Fire Station are held on our website or you can find the phone number in your local telephone directory.

If you would like a copy of this document in a different format or a version in another language please contact us.

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