



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

ANNUAL OPERATING PLAN

2019/20

October 2019 – March 2020

**Working together
for a safer Scotland**

Introduction

In April 2019 we extended our Annual Operating Plan 2018/19. The Plan was due to conclude at the end of March 2019 but was extended to cover a further six months to support the introduction a new SFRS Strategic Plan in October 2019.

The Strategic Plan 2019-22 was laid in Parliament and published on the 1 October 2019 following approval of the Minister for Community Safety. To ensure our key activities remain focussed on the delivery of our new strategic outcomes, a review of our extended Annual Operating Plan against the new Strategic Plan was carried out.

To strengthen SFRS's business planning arrangements, the Service has committed to the creation of a 'Strategic Plan 3 Year Programme of Work' which will detail how we will achieve our strategic objectives over the lifetime of the new Strategic Plan. In future Annual Operating Plans will be derived from this overarching corporate plan. Whilst the benefits of this approach as readily recognisable, this process requires a significantly greater level of time and resource to complete and, as such, will go live in April 2020.

As a result, a new Annual Operating Plan covering the remainder of 2019/20 has been developed. Subject to approval, the Plan will run until the end of March 2020. Thereafter the 3-year programme of work' will commence and our normal annual business planning cycle will resume.

This Annual Operating Plan 2019/20 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.

Many actions within the extended Annual Operating Plan also align with the outcomes of the new Strategic Plan 2019-22 and have been carried forward so that these programmes of work can continue to be monitored to conclusion. Together with the new actions identified, a total of 62 actions will be progressed.

A number of the actions detailed within this plan 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 for completion 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.

Progress reports will be prepared each Quarter. These will be monitored by the Performance Improvement Forum, Senior Management Team, Strategic Leadership Team and the Board. In addition to the AOP, other transformation and major projects will be progressed through our Portfolio Office arrangements. Management of these are overseen by a Programme Office Board and progress scrutinised by the Transformation and Major Projects Committee.

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	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop risk rating methodology for Fire Safety Enforcement.	Carry out a review of other UK Fire and Rescue Services and produce a report which analyses the approach taken to risk rating and methodology utilised.				●	Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
<p>Background: The Fire Safety Enforcement function is delivered through an Enforcement Framework which outlines how the SFRS prioritises its annual Audit Programme. This action will allow SFRS to ensure that the processes for assessing risk ratings of relevant premises is consistent and directs future audit activity based on that assessment of risk.</p>							

SO1: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Design and implement revised Fire Investigation (FI) Delivery Model.	Consolidate Fire Investigation resources to align with the Off-Station Structure Review (OSSR).				●	Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Implement new structure and introduce working arrangements in line with ISO requirements to provide robust, sustainable, consistent and reliable Fire Investigation services across Scotland.				●		
	Align Fire Investigation resources to achieve requirements of ISO 17020.				●		
<p>Background: The current FI delivery model does not meet the recommendations of the OSSR and is currently carrying five Watch Manager salaries that are adversely impacting on the Directorate budget. A restructure provides the opportunity to meet the requirements of the OSSR and also to consider the wider role that FI can play to improve safety for our crews and our communities.</p> <p>ISO accreditation is being undertaken by services in England and Wales to meet the requirements of the Forensic Science Regulator. There is a possibility that this will be required in Scotland at some point in the future but regardless of requirement, SFRS should work towards meeting the ISO standard to ensure evidence of sector competence is available.</p>							

SO1: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement initial recommendations emanating from the Scottish Government Ministerial Working Group set up following the Grenfell Tower fire.	Design and deliver a national fire safety campaign relative to common areas of multi-occupied domestic buildings.				●	Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Support the production and introduction of Scottish guidance concerning 'Fire safety in specialised housing'.				●		

Background: 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 4	Milestone	Q1	Q2	Q3	Q4	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.	Support the NFCC in the development of a competency framework for fire safety enforcement.				●	Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Undertake a review of the technical functions within Prevention and Protection function to evaluate our ongoing ability to meet our legislative requirements.				●		

Background: The Prevention and Protection Directorate delivery model has remained largely unchanged since the inception of the SFRS. During that period there have been significant incidents, changes to legislation and the emergence of new risks to our communities and the built environment. It is appropriate to review our structures and delivery model in light of experiences gained since 2013.

SO1: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Introduce the revised standard of smoke detection to comply with new housing regulations.	Undertake a process to identify, purchase and distribute appropriate detection to meet the new standard.				●	Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Carry out a review of the current fitting methodology and identify any process changes, equipment required and associated impacts.				●		
<p>Background: 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:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>							

SO1: Action 6	Milestone	Q1	Q2	Q3	Q4	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.	Host a care provider seminar at HQ in response to the findings of the first draft Fatal Fire Analysis Report.				●	Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Develop a final Fatal Fire Analysis Report which provides a national trend analysis of all fatal fires and provides clear direction for local partnerships.				●		
<p>Background: 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.</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	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Manager (FDM) policies and procedures.	Review and develop FDM staffing policy and procedures.				●	Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm

Background: The minimum number of FDMs for Scotland was agreed some time ago and the Flexi Duty Managers Response Policy was developed to provide detail as to how these resources are managed and distributed to maintain efficient Officer cover across Scotland. This includes oversight of officer skills and attributes and involvement in the selection and promotion process.

We will continually assess the ongoing suitability of these arrangements and amend policies subject to SLT approval and guidance as necessary. This will also include a review of strategic mobilising location.

SO2: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver 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.	Review audit of all CBRN assets across Scotland and identify replacement strategy for Personal Protective Equipment and associated assets and identified training needs to meet the agreed Concept of Operations.				●	Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Completion of associated risk assessments, Standard Operating Procedures and guidance documents for delivery of Initial and Specialist Operational Response processes.				●		
	Delivery of policy and management guidance in relation to CBRN incidents.				●		

Background: Work has been ongoing to deliver completed Concept of Operations documents for all of the SFRS Resilience workstreams including CBRN.

This crucial area of preparedness requires significant national benchmarking work to be undertaken. This will ensure that the SFRS can provide an effective response to CBRN incidents in line with guidance issued by the Scottish Government Security and Counter Terrorism Unit and UK wide best practice.

SO2: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS.	Continue to work with NRAT to prepare for adoption of ESS and ensure suitable support in place for Community Asset Register (CAR).			●		Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Develop ESS towards pilot testing within SFRS and deliver ESS training and awareness workshops to relevant staff in preparation for live pilot testing.			●			
	Implement a live pilot test of the ESS with Strategic managers, all Operations Controls and Incident Support Rooms.				●		
	Review the pilot testing and continue to develop ESS with NRAT support.				●		
Background: We aim to adopt the National Resilience Assurance Team (NRAT) Electronic Support System (ESS). In conjunction with this, we will continue to develop the capability and assurance elements of the Community Asset Register in line with the revised Project Plan with ICT and business partners.							

SO2: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Plan for the introduction of ESN, giving due consideration to the needs of the SFRS Operational Intelligence project and the capability of hardware.				●	Finance & Contractual Services	1 - Failure to minimise Communities' exposure to risk and harm
	Prepare for the transition from Firelink/Airwave to ESN ensuring that reliable communications can be assured in all areas.				●		
	Engage with the appointed contractor, Systel, regarding the implications of ESN with Command and Control Mobilising System Project.				●		
	Provide regular updates to the recently established Emergency Services Mobile Communication Programme (ESMCP) Board.				●		
	Continue engaging with emergency service partners and Scottish Government to ensure SFRS is prepared for ESN implementation in future years.				●		
	Develop a high-level plan in preparation for implementation when ESN timescales are known.				●		
Background: 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 Response and Resilience.							

SO2: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure SFRS's Operational Response preparedness is robust to deal with challenges brought about by EU Exit.	Ensure robust Civil Contingencies processes are in place and aligned with partner organisations.				●	Response and Resilience	1 - failure to minimise Communities' exposure to risk and harm
	Ensure robust staffing and resilience arrangements are in place for potential increased operational activity.				●		
Background: As preparations are being made for the UK to withdraw from the European Union, the Scottish Government has identified potential risks which may impact on the continuity of our services.							

SO2: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Review and make recommendation for overall responsibility of management of Central Staffing.				●	Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Review and implement protocols to update Kronos for managing Central Staffing.				●		
Background: Reviewing the effectiveness of the current Common Duty System for operational staff is key to ensuring an effective operational readiness model across Scotland.							

SO2: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Develop the During Incident Process, including guidance for the OA role at incidents.			●		Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Implement and manage a new electronic OA system.				●		
Background: Operational Assurance is a vital component in the analysis of pre-incident preparedness, during incident performance and post incident debrief information, with a primary aim to improve performance and ensure firefighter safety.							
The core role of the OA Team is to review and assure all aspects of operational learning across SFRS in order to influence future practices and improve performance. The output from OA is focussed on learning from what we do, improving our policies, procedures, training and equipment with a view to developing safer practices to ultimately improve firefighter safety.							

SO2: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Produce a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme.	Review of Specialist Equipment 1 Outcomes.				●	Response and Resilience	1 - failure to minimise Communities' exposure to risk and harm
<p>Background: A coherent strategy of how the Response and Resilience Directorate will support the SFRS Strategic Plan and Transformation Agenda 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.</p>							

SO2: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop a Wildfire Strategy and implementation plan in support of the operational response to such events.	Research and identify lessons learned from wildfire planning, events and through the NFCC to inform the development of a Wildfire strategy.			●		Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Identify and agree the location of the wildfire response stations.				●		
	Identify and procure suitable PPE for wildfire response.				●		
	Identify and procure the necessary equipment and vehicles to support wildfire response.				●		
<p>Background: 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.</p>							

SO2: Action 10	Milestone	Q1	Q2	Q3	Q4	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.	UN Climate Change Summit (COP26): Identify and establish initial planning team.			●		Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	UN Climate Change Summit (COP26): Engagement with multi-agency partners.				●		
	UEFA European Championships: Establish Event Plans and Civil Contingency arrangements for event planning.				●		
<p>Background: 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.</p>							

SO2: Action 11	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop Local Resilience Partnerships (LRP) and Regional Resilience Partnerships (RRP) arrangements to ensure robust multi-agency emergency response plans are in place.	Support the LRP structure and pre-planning workstreams to assess the impact of an emergency and the understanding of risk and preparedness.				●	Service Delivery	1 - Failure to minimise Communities' exposure to risk and harm
	Maintain and share planning assumptions to ensure a response to an emergency event.				●		
	Support the preparation of multi-agency plans and other associated documents.				●		
	Participate in the co-ordination of multiagency exercises and other training events to test emergency response plans.				●		
<p>Background: Scotland's 13 Local Resilience Partnerships are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act 2004. This ensures that the RRP and LRP underpins effective Integrated Emergency Management (IEM) throughout Scotland.</p> <p>The three Regional Resilience Partnerships in Scotland have been established to act as the conduit between national and local resilience arrangements. The RRP and LRP bring together all the relevant organisations in an area to develop an effective approach in dealing with emergencies in accordance with the principles of subsidiarity and proportionality.</p>							

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	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Relocate main seat of East Service Delivery Area centralised training to Newbridge.	Schedule training onto Newbridge Site. Training programmes to align with available on-site facilities.			●		Training	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Relocate staff and instructional equipment into Technical Support and Road Traffic Collision buildings.			●			
	Commence delivery of scheduled training across the available on-site.			●			

Background: A major capital investment commenced in March 2018 to build a bespoke training facility at Newbridge. Training and Employee Development staff from both Thornton and McDonald Road will be relocated to the new training venues when it is completed. There is also a requirement, as the new facilities come on-line, to plan, schedule and transfer training from the existing facilities onto the new site in order for the previous locations to be decommissioned.

It is anticipated that on completion, this relocation will improve training efficiency and performance, thereby improving both firefighter and public safety.

SO3: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 2 of 3 Year Programme.	Conclude development of 3 x Quarter 4 Module Build, Upload & Testing – 1 Core / 2 Supporting.			●		Training	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Conclude development of 1 x Quarter 1 2020/21 Module Build, Upload & Testing – 1 Supporting.				●		
	Review Year 2 FDM TfOC programme.				●		

Background: 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 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme.	Design and deliver a Foundation Programme for up to 84 new entrants.			●		Training	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Design and deliver a Foundation Programme for three cohorts of 36, 24, 24 new entrants.				●		

Background: To align with current workforce planning arrangements, and to support the uniformed Target Operating Model measured against staff turnover and Service Transformation needs, it is necessary that a level of recruitment is undertaken throughout the fiscal year.

There are two planned intakes, each scheduled for 14 weeks. The predicted volume of candidates this year requires significant Training and Employee Development resources and logistical management - from the initial recruitment phase through acquisition training and through attainment of competency.

It is anticipated that once workforce planning predictions align into a steady state, wholetime recruitment will then be considered business as usual and will be delivered in a regular, scheduled fashion.

SO3: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement the recommendations from the TED Training Review Report.	Develop Training and Employee Development Continuous Improvement Implementation Plan.			●		Training	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities

Background: The Training and Employee Development Review has produced a series of recommendations across six key lines of enquiry. Those recommendations will be presented to SLT 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 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Harmonise Instructor Terms and Conditions.	Commence negotiations to agree Instructors Terms and Conditions with Representative Bodies.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
<p>Background: 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.</p> <p>In the majority 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.</p> <p>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 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
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.	Review Workforce Planning and Resourcing processes to ensure efficient and effective delivery of the Workforce and Strategic Resourcing Plan.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
<p>Background: The Workforce and Strategic Resourcing Plan 2018-21 and Resource Plan 2019/20 have been approved.</p> <p>The Resourcing Plan will remain dynamic in line with Service Delivery Area/Directorate requirements and Service Transformation.</p>							

SO3: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	Continue to establish and evaluate the effectiveness of Leadership and Development Programmes at each level and enhance the modules offered within these.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Progress SFRS's succession planning through the development of a Middle Manager Development Centre.				●		
	Develop and implement Leadership for Change Programme.				●		
	Review Learning Needs Analysis arrangements to enhance links to organisational annual planning approach.				●		
	Establish Leadership Development Commodity Strategy in support of SFRS Leadership and Development Framework implementation.				●		

Background: 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 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review collective bargaining arrangements and deliver pay reward and benefits framework.	Progress collective bargaining arrangements and implement harmonised Terms and Conditions for uniformed staff.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop, implement and promote an Employee Recognition Scheme as part of the SFRS Total Reward Framework.				●		
	Co-ordinate annual pay reviews and implementation of settlements for 2019/20 for all employee groups.				●		
	Review collective bargaining arrangements in line with review of Working Together Framework to ensure this reflects future requirements.				●		

Background: SFRS continues to develop a total reward framework that complies with equality legislation and reduces the risk of litigation, whilst supporting our commitment to remain an employer of choice.

In order to progress transformation and support SFRS' needs as a matured organisation, it is essential that collective bargaining arrangements remain fit for purpose. This will enable change to be introduced through a positive employee relations environment and to provide a platform to enable Service Transformation.

SO3: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Review the SFRS approach to Bullying, Harassment and Discrimination and progress actions to address the culture of bullying and harassment suggested within the 2018 staff survey results.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
<p>Background: 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 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.</p>							

SO3: Action 10	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
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.	Develop and embed processes to support the Firefighter Modern Apprenticeship.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop a communications strategy to promote apprenticeship opportunities across the Service.				●		
	Evaluate 'Career Ready' pilot (work experience/mentoring scheme) for young people to inform the development of proposals to support future roll out.				●		
	Develop and implement a Positive Action Strategy for the Service, including a communications strategy to promote this and associated initiatives both internally and externally.				●		
<p>Background: Progress against the 'Balancing the Workforce Profile Plan' will be reported throughout 2019/20.</p> <p>The Plan incorporates the Positive Action Review Plan, Equal and Gender Pay Gap Action Plan and Youth Employment Strategy. This plan is being reviewed to ensure the actions remain relevant, particularly in support of the objectives identified within the Positive Action Strategy which is being developed.</p>							

SO3: Action 11	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement Job Analysis and Evaluation based on ongoing SFRS requirements.	Produce an assessment of requirements to consider a review the current Job Evaluation Scheme and report on potential impact on the pay and grading structure.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
<p>Background: The Support Staff Pay and Reward Framework has now been in place since 2015, and a review has been commissioned by the Strategic Leadership Team, with particular reference to job design/evolution over the past four years.</p> <p>Failure to consider the need for a review of this could present issues with attraction and retention.</p>							

SO3: Action 12	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop, implement and embed mental health and resilience strategies to best support the mental wellbeing of SFRS staff.	Establish and implement SFRS post incident support services.				●	People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Publish mental health resources.				●		
	Develop resilience training package.				●		
	Promote a culture of positive attitudes and behaviours in relation to mental health.				●		
<p>Background: Following the completion of the Best Value Review of Occupational Health and Fitness Services in 2016, Health, Safety and Wellbeing (HSW) undertook a further review of the legacy counselling and post incident support services. Following approval, Health and Wellbeing have undertaken a procurement exercise to harmonise these services across the SFRS.</p> <p>In addition, a Mental Health Strategy is being developed, along with a suite of mental health resources including the development of a resilience training package designed to raise awareness and promote mental health and wellbeing.</p>							

SO3: Action 13	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop, implement and embed firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.	Implement revised firefighter fitness assessment arrangements.				●	People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Review arrangements for rehabilitation and physiotherapy services.				●		
<p>Background: In 2018, Health Safety and Well-being (HSW) implemented a movement screen which aims to reduce the incidence of musculoskeletal (MSK) injuries across SFRS. Moving forward into 2019-20, Health and Wellbeing will implement the outcomes of a review of our physiotherapy services.</p>							

SO3: Action 14	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement improved procedures to reduce the risks from exposure to contaminants.	Produce progress report on the implementation of the associated action plan.				●	People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
<p>Background: 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 15	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop a programme that delivers an integrated People and Training Systems to meet SFRS's current and future needs for recording and managing relevant personal information.	Scope and develop a Project Dossier which outlines the purpose, aims and associated risks/benefits and establishes governance arrangements for programme of change.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop Business Case which outlines interdependencies and resource requirements.			●			
	Develop a high level plan, including timeline and proposed resource requirements.				●		
<p>Background: This will enable the Service to build in new flexibilities and efficiencies to the way personnel information can be managed, reducing duplication and providing a single accurate source of people information to support effective people and command and control requirements.</p>							

SO3: Action 16	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop SFRS response to existing and emerging equality related initiatives and raise profile of SFRS as leader in equality, diversity, inclusion and human rights.	Develop and promote SFRS Corporate Parenting Plan for 2020-22, which outlines SFRS approach to ensure compliance with Corporate Parenting elements of Part 9 Children and Young People's Act 2014, and monitor progress against action plan.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop Terms of Reference to support introduction and establishment of Employee Networks for protected groups.			●			
	Develop and introduce revised Equality and Human Rights Impact Assessment process.				●		
<p>Background: A review of Equality and Diversity and how effectively this is mainstreamed was undertaken in 2018 and the outcomes of this have identified a number of areas where further work can be carried out to strengthen this.</p> <p>Work will also be undertaken to ensure SFRS is an inclusive place to work and to raise SFRS profile in relation to human rights.</p>							

SO3: Action 17	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop and facilitate the completion of the SFRS, Service Delivery Area and Directorate Health and Safety Improvement Plans.	Provide performance reports on progress of SFRS/Directorate/Service Delivery Area Health and Safety management to SLT and staff Governance Committee.				●	Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Develop SFRS Annual Plan 2020/21 and associated Directorate/Service Delivery Area Plans.				●		
<p>Background: An SFRS Annual Health and Safety Plan is developed to promote collective legislative compliance, whilst recognising the differing needs of Directorates/Service Delivery Areas, and ensuring a synergy in approach and efficiency in the use of Health and Safety resources.</p> <p>Formal business partner arrangements are in place between the Health and Safety Function and business partners to progress the Annual Plans.</p> <p>Quarterly performance reports are monitored via the National Health and Safety Board, with risk owners accountable for the progress made against their plans.</p>							

SO3: Action 18	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Work with ICT to develop additional modules in line with the project plan.			●		Response and Resilience	8 - Failure to maintain confidence in the Service
	User testing of new modules.				●		
	Launch new HSMIS.				●		

Background: 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.

SO3: Action 19	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Produce progress report on the implementation of the framework document.				●	Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees

Background: The Management of Risk Framework was approved by SLT in November 2018.

Its aim is not to create new systems or documents but to revisit our existing arrangements to ensure that they contribute to the overall management of risk at operational incidents and reinvigorate the safe person principles and safe person organisational responsibilities.

Implementation of the Framework will commence in 2019-20.

SO3: Action 20	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review the Communications and Engagement function structure and establish a business partner model.	Conclude a structure review and establish role requirements.				●	Strategic Planning, Performance and Communications	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop business partner model approach to communications.				●		
<p>Background: In order to provide an enhanced Communications Function, a review will take place to of the structure of the department. A business partner model will also be introduced to improve stakeholder relationships to support the strategic objectives of the organisation.</p>							

SO3: Action 21	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review internal communications.	Carry out staff survey and series of Focus Groups.			●		Strategic Planning, Performance and Communications	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop Action Plan to address the issues raised throughout the Internal Communications Review.				●		
<p>Background: In order to improve communications across the organisation and better inform and engage with our staff, a review of our internal communication mechanisms will take place to establish what currently works and what needs to be improved.</p>							

SO3: Action 22	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review on-call media arrangements for SFRS.	Carry out review of current on-call media arrangements.			●		Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Publish Revised General Information Note.			●			
	Deliver enhanced media training for Incident Commanders				●		
<p>Background: In order to streamline and improve media handling, a review of on-call media arrangements will be reviewed ensuring that On-Call Media Incident Commanders have the training and support required to deal directly with the media on the incident ground.</p>							

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	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop a 3-year Strategic Plan Programme of work to fully support the delivery of the new Strategic Plan 2019-22.	Facilitate a senior management workshops to identify key actions, interdependencies and performance measures.			●		Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Prepare 3-year Programme.			●			
	Seek approval of 3-year Programme.				●		

Background: The development of an Annual Operating Plan to support the delivery of our Strategic Plan is a requirement set out in the Governance and Accountability Framework.

It has been normal practice to assess our requirements and develop an Annual Operating Plan each year for implementation in the April. To enable improved business and financial planning it was agreed that a 3-year programme of activities would be developed. This flexible programme will not only support the development of an Annual Operating Plan each year but will provide a means to communicate more fully how we plan to take forward the ambitions of the new Strategic Plan 2019-22.

SO4: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
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).	Develop process for reviewing Local Fire and Rescue Plans, and local scrutiny and planning arrangements.			●		Strategic Planning, Performance and Communications/ Service Delivery	8 - Failure to maintain confidence in the Service
	Carry out the review of Local Fire and Rescue Plans.				●		

Background: 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.

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.

SO4: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
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.	Conduct a review of the existing PMF against new outcomes and objectives.			●		Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Develop a suite of key performance indicators to support robust scrutiny.				●		
	Seek approval of revised PMF.				●		
<p>Background: The Performance Management Framework provides information on how we will manage performance. This includes listing the corporate measures and indicators we will use to assess how well we are doing. These measures are aligned to the six priorities of the Strategic Plan 2016-19.</p> <p>As preparations continue to replace this Plan by October 2019, it is timely to reassess the performance measures we will use against a renewed strategic focus.</p>							

SO4: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	Design and agree system branding and architecture.			●		Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Develop and roll out Phase 1 Training.				●		
	Design and report high level performance measures.				●		
	Design and report high level action planning.				●		
<p>Background: The Service procured a corporate Performance Management System at the end of January 2019. During the first phase of implementation a programme of work will be developed to tailor the system to SFRS requirements and to enable high level performance reporting and action planning.</p> <p>Subsequent phases will see the roll out of the system across the organisation.</p>							

SO4: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021.	Completion of Prevention and Protection Peer Review Project.			●		Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Completion of the Operational Intelligence Improvement Review.			●			
	Completion of the Administration Support to Service Delivery Areas Review.			●			
	Completion of Station Standard Project				●		
	Completion of Overtime Staffing Project.				●		

Background: To support the SFRS in being a high quality continuously improving public service, the Service Improvement Team will provide support and guidance for a variety of projects across the SFRS during Year 2 of the Service Improvement Programme. Following analysis an Improvement Action Plan will be created for each Project Lead to progress and complete to ensure working practices, policies and procedures are efficient, effective and fit for purpose.

In partnership with NHS Education for Scotland, Scottish Improvement Foundation Skills training will be delivered to an initial staff group consisting of seven current service improvement assessors to assist in cultivating improvement qualifications and skills more widely across the SFRS.

SO4: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review the SFRS approach to Service Improvement planning and delivery.	Review current Performance Improvement processes.			●		Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Report the findings of the Performance Improvement Process Review.				●		

Background: To ensure maximum efficiency is achieved through Service Improvement activities a review will be carried out of existing process to identify any areas of improvement.

SO4: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Prepare a Sustainability Framework.	Conduct research and develop a draft Framework.			●		Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Conduct internal consultation and seek approval of draft Framework.				●		
	Publish the approved Sustainability Framework.				●		
<p>Background: 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.</p> <p>Many SFRS functions do, or have the potential to, contribute to our sustainable performance. Through a coordinated effort these can be mapped and clearly communicated within a corporate Framework.</p> <p>This work will also facilitate enhanced sustainability performance reporting, which is a requirement within our Annual Report and Accounts.</p>							

SO4: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop and embed collaboration governance, planning and performance arrangements to support and contribute to the tri-service Reform Collaboration Group.	Support the development of improved governance arrangements for the Reform Collaboration Group.				●	Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
<p>Background: By sharing knowledge and building better understanding of our services we are more responsive and flexible in meeting community needs. By working together, we can achieve greater improvements in the safety and wellbeing of people and the resilience of communities. We are also more able to deliver efficiencies by sharing services and assets where appropriate.</p>							

SO4: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.	Complete 2018/19 Annual Accounts in accordance with year-end timetable and secure clean audit certificate.			●		Finance and Contractual Services	8 - Failure to maintain confidence in the Service
	Maintain robust budget monitoring and forecasting processes for 2019/20 Resource and Capital Budgets.				●		
	Deliver efficiency savings in 2019/20 through spend to save initiatives.				●		
	Develop and obtain Board approval for 2020/21 Resource and Capital Budgets.				●		
	Ensure all financial transactions are processed timeously and accurately, in line with agreed performance indicators.				●		
	Review and report on the Risk Management Framework.				●		
	Develop and improve compliance team structure including verification.				●		
	Procure internal audit service and manage transition.				●		
Background: Each year the Scottish Government provides SFRS Grant in Aid (Resource and Capital Budget) to deliver our service in line with the Fire and Rescue Framework and SFRS Strategic Plan. The financial management of these resources is closely monitored and reported to SLT and the Board. Our Annual Report and Accounts is produced, audited and published in accordance with public sector requirements and Accounting Standards.							

SO4: Action 10	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Directorates have developed and have business continuity plans in place for 2019/20.				●	Finance and Contractual Services	5 - Failure to minimise Communities' exposure to risk and harm
	Provision of assurance in the development of Directorate business continuity plans reviewed quarterly.				●		
Background: SFRS faces the risk of service disruption through unexpected and significant events, for example flu pandemic, key supplier failure, IT failure or severe weather conditions. As part of our resilience, business continuity plans are developed to prepare a response to these types of unexpected events and facilitate advanced actions to minimise impacts.							

SO4: Action 11	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Develop a SFRS response to the Scottish Government's climate emergency 2045 agenda, which will include the development of a Carbon Management Plan.				●	Finance and Contractual Services	5 - Failure to minimise Communities' exposure to risk and harm
<p>Background: In August 2017 the Board approved an updated Environmental Policy and Objectives for 2017-2020. The action is aimed at implementing the agreed Objectives.</p>							

SO4: Action 12	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Complete actions required by Scottish Government Cyber Resilience Action Plan including accreditation to Cyber Essentials standard.			●		Finance and Contractual Services	5 - Failure to minimise Communities' exposure to risk and harm
	Complete accreditation to Cyber Essentials Plus standard.			●			
<p>Background: SFRS has become a Cyber Catalyst in response to the Scottish Government's Cyber Resilience Action Plan.</p> <p>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.</p>							

SO4: Action 13	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review the SFRS approach to Business Intelligence.	Carry out review of the SFRS approach to Business Intelligence.			●		Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Report on findings of Business Intelligence Review.			●			
<p>Background: A review of our approach to Business Intelligence will allow us to set out a new target operating model for SFRS that provides the Service with improved data analysis and performance monitoring function.</p> <p>It is anticipated that the findings of the review and associated recommendations will lead to improved business intelligence and insights provided to all parts of the Service and a single set of performance data and performance monitoring products.</p>							

SO4: Action 14	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement a full Service awareness and training programme regarding compliance with the Freedom of Information (Scotland) Act.	Identify FOI training needs.			●		Strategic Planning, Performance and Communications	5 - Failure to ensure Legal Compliance is maintained
	Develop an appropriate training programme.				●		
<p>Background: An awareness and training programme will help improve compliance against statutory timescales and mitigate risk of scrutiny from the Office of the Scottish Information Commissioner. As result improved publication practices will reduce demand on departments to respond to Freedom of Information requests.</p>							

SO4: Action 15	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review and improve how SFRS captures and reports on compliments and complaints corporately and at local levels.	Develop interactive dashboard.			●		Strategic Planning, Performance and Communications	5 - Failure to ensure Legal Compliance is maintained
	Engage with Local Senior Officers to capture compliment and complaint information at a local level.				●		
<p>Background: The development of an interactive dashboard will allow the Service to use the insight gathered from compliments and complaints to inform service improvements.</p>							

SO4: Action 16	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement the recommendations of the Legal Services Review.	Develop a Training Plan for Client departments.				●	Strategic Planning, Performance and Communications	5 - Failure to ensure Legal Compliance is maintained
	Build an in-house infrastructure including workflows, templates, a library and guidance.				●		
	Develop a Legal Services section on the iHub to provide access to guidance documents and contacts.				●		

Background: Section 39 of the Fire (Scotland) Act 2005 (As amended) sets out the duty to secure Best Value, which includes consideration of the quality, cost, efficiency and effectiveness of our Legal Services Provision (both In-house and external).

Accordingly, the Best Value Legal Services Review was carried out (January-March 2018) with a view to reporting back to SLT and the Board with a recommendation of the Best Value alternatives for achieving the above-mentioned goals.

SO4: Action 17	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review Service Delivery Area/Corporate Admin roles and responsibilities.	Carry out review of Service Delivery Area/Corporate Admin roles and responsibilities.				●	Strategic Planning, Performance and Communications	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Report on findings of Service Delivery Area/Corporate Admin roles and responsibilities review.				●		

Background: A review of Service Delivery Area/Corporate Admin roles and responsibilities will provide the Service with a developed understanding of administrative functions across the SFRS.

SO4: Action 18	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery.	Deliver annual ICT Workplan for 2019/20 as agreed through the Digital Steering Group.				●	Finance & Contractual Services	7 - Failure to maintain effective systems of control
	Complete decommissioning of legacy systems and infrastructure.				●		

Background: 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 19	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Deliver the Procurement Workplan for 2019/20.				●	Finance & Contractual Services	5 - Failure to ensure Legal Compliance is maintained
	Complete the Procurement Strategy and Procurement and Commercial Improvement Programme assessment by Scottish Government and undertake improvement actions.				●		
	Start the development of a rolling three year Procurement programme of work.				●		

Background: As part of procurement legislation SFRS is required to produce an annual Procurement Strategy and report procurement performance. The Service undertakes to improve the procurement capability through actions agreed as part of the Procurement and Commercial Improvement Programme.

Recruitment is underway to secure resources that enable a three year Workplan for the Service to be developed and to deliver the Workplan for 2018/19.

SO4: Action 20	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Proactively manage our asset base and target investment where it delivers best value.	Conclude the sale of the surplus property at Mounthooley in line with capital receipt expectations.		●			Finance & Contractual Services	4 - Failure to ensure Financial Sustainability
	Develop and gain approval for a business case to develop a West Asset Resource Centre.				●		
	Continue to work in partnership with other public bodies to identify and implement asset sharing solutions.				●		
	Maintain the vehicle fleet, operational equipment and property estate in line with statutory requirements and service standards.				●		

Background: The Asset Management Liaison Board has been established as an Executive Board to support the effective management of assets, to enable service delivery, in line with our Asset Management Strategy.

SO4: Action 21	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Enhance Service Improvement guidance to support process review/redesign.	Review of Scottish Government's Foundations Improvement Training package to ensure it is fit for purpose.			●		Strategic Planning, Performance and Communications	5 - Failure to ensure Legal Compliance is maintained
	Compare the Foundation Training package course content against current LCMS modules/guidance.			●			
	Engage with key stakeholders on finalised guidance.				●		
	Roll-out Service Improvement training and guidance to SI assessors.				●		

Background: Existing Service Improvement guidance and toolkits provide staff with relevant guidance underpinning support provided by the Service Improvement Team.

This guidance is part of a suite of information which includes LCMS modules explaining Service Improvement activities. This guidance will be reviewed against the Scottish Government's Foundations Improvement Training package and enhanced.

SO4: Action 22	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop Transformation Programme Delivery Plan.	Develop a critical pathway process to assist with the communication of interdependencies to key stakeholders; and overall management of project milestones and outcomes.				●	Strategic Planning, Performance and Communications	3 - Failure to deliver Service Transformation
<p>Background: A Service Transformation High Level Plan has been developed to provide direction on the organisation's change aspirations.</p> <p>A supporting Delivery Plan is to be created to provide additional direction on this matter, and to highlight the necessary steps required to implement the various objectives detailed within the High Level Plan.</p>							

SO4: Action 23	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop Transformation Programme Benefits Realisation Plan.	Embed benefits realisation arrangements within the organisation's Project Management System.				●	Strategic Planning, Performance and Communications	3 - Failure to deliver Service Transformation
	Develop the process to quality assure all benefits realisation proposals with the Scottish Government's Programme and Project Management Centre of Excellence.				●		
<p>Background: The development of a Benefits Realisation Plan will assist the Scottish Fire and Rescue Service to ensure the necessary plans, structures, governance arrangements and processes are in place to successfully realise the core benefits of each project and overarching Service Transformation Programme.</p>							



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Annual Operating Plan 2019/20

Version 1.0 October 2019