

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2020/21

Quarter 1 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2019-22.

Section 1 – Executive Summary

Provides an overview summary of the combined results for Strategic Risks ratings, the progress of Annual Operating Plan actions and the performance against our measures.

Section 2 - Performance Dashboard

This section provides more detail on the RAG scoring of each of actions, measures and projects.

- Red indicates an activity is not progressing as planned or data is 10% or over is target
- Amber suggest that activity is slightly of track or data is not meeting its target but within 10%
- Green indicating everything is progressing as planned and is on target.

Further details of our actions are contained in the Annual Operating Plan 2020/21. Further details of our measures and their targets is contained in the SFRS Performance Management Framework.

Section 3 - Exception Report

This section provides a commentary against any actions that are not progressing as planned. This gives g more detail of why there may be some delays and if necessary what further actions are being done to bring this back on track.

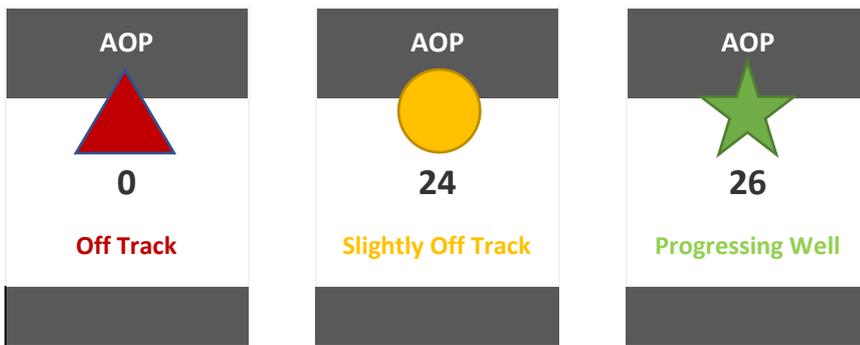
More detailed reports of our risks, measures and projects are provided to Committees of the Board to enable closer scrutiny of the steps we are taking to manage these.

Section 1: Executive Summary

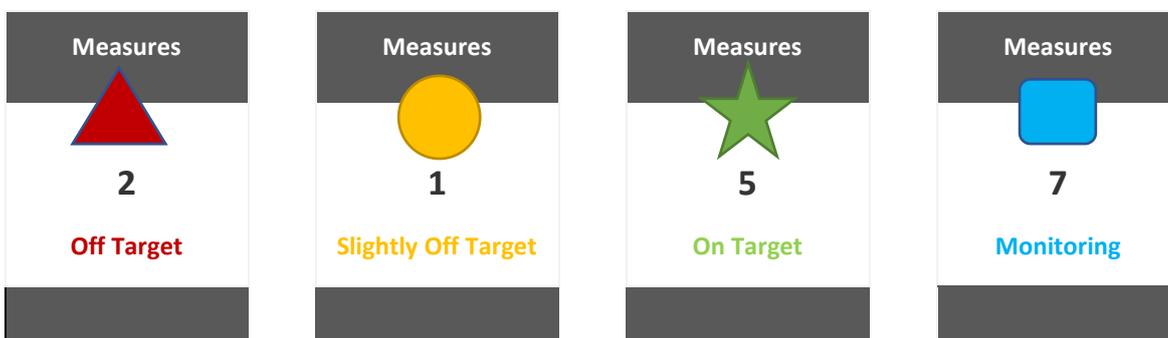
Strategic Risks Ratings Totals



Annual Operating Plan RAG and Status Totals



Performance Measures Target Result Totals



***unable to report data for two measures due to inaccuracies.*

**Please note that the data supplied in this document is provisional and is only provided as a guide. Verified data will be published in our annual statistical returns at the end of August and the end of October each year.*

Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

Objective 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

Performance Question: How effective are we at enhancing community safety and wellbeing?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	SDEL	Apr-20	Mar-21	Green
Communication Strategy to increase the reach of prevention and protection safety messages.	SDEL	Apr-20	Mar-21	Yellow

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	Yellow	Green	Green	Green

Home Fire Safety Visits

Visits



2,196

Off Target

YTD

To ensure the safety of the public and of our staff, Home Fire Safety Visits were suspended during the lockdown phase of the COVID-19 pandemic, except in households categorised as high-risk households. This has had a significant effect on the number of visits we could conduct resulting in this measure being off target.

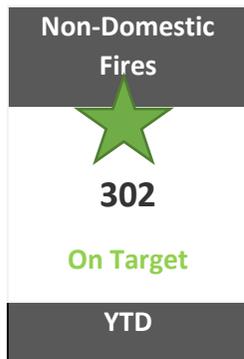
Strategic Outcome 1: Prevention

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

Objective 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Performance Question: How effective are protecting our built environment? To what extent do we contribute to economic growth?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Develop SFRS approach to high rise domestic buildings from a prevention perspective, working with partners including the Ministerial Working Group, to learn all lessons from the Grenfell Tower tragedy.	SDEL	Oct-19	Mar-22	
Introduce the revised standard of smoke detection to comply with new housing regulations.	SDEL	Oct-19	Mar-21	
Review SFRS Fire Safety Enforcement arrangements.	SDEL	Apr-20	Mar-21	



Strategic Outcome 1: Prevention

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

Objective 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Performance Question: How effective are our prevention and protection activities?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements.	SDEL	Oct-19	Mar-22	
Provide incident and casualty trend analysis to support the review and continuous improvement of safety partnership working at a local and national level.	SDEL	Oct-19	Mar-21	

ADF Casualties



121

On Target

YTD

Fire Fatalities



16

Monitoring

YTD

Fire fatalities have been recorded at sixteen, however delays with post mortems and on-going investigations mean that only eleven can currently be confirmed as accidental dwelling fire related deaths. The previous 3-year average for the quarter had been four.

The number of fatalities resulting from accidental dwelling fires is much lower than in previous years, but exceptional years have happened before (for example in 2013-14) and are typically followed by a reversion to the mean in future years, as was the case from 2014-15 onwards for instance.

Strategic Outcome 1: Prevention

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

Objective 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

Performance Question: To what extent are we reducing Unwanted Fire Alarm Signals? How well do we work with our partners to reduce and manage their impact?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	SDEL	Apr-20	Mar-21	

Unwanted Fire Alarm Signals



4334

On Target

YTD

Strategic Outcome 2: Response

Our flexible operational provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

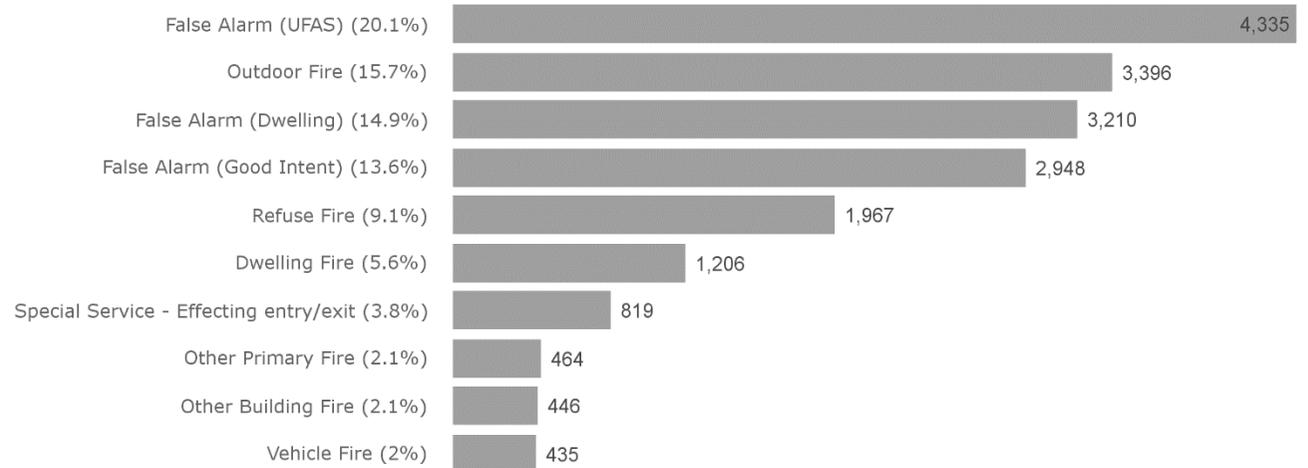
Performance Question: How well do we understand community risk? How will we know that we have the right resources in the right places at the right time?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
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No associated actions identified this reporting period

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
SFRS Future Vision				
Station and Appliance Review				

Top 10 Incident Types Attended



Incidents Attended

21,594

Monitoring

YTD

Strategic Outcome 2: Response

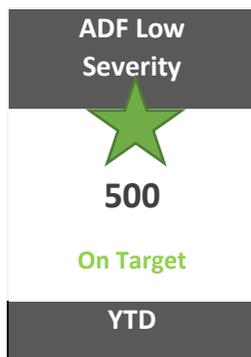
Our flexible operational provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

Performance Question: How will we demonstrate we are more flexible? How will we demonstrate we have modernised our preparation and response to emergencies? How effective and efficient is our emergency response?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Develop a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme.	SDEL	Oct-19	Mar-21	Yellow
Develop a Wildfire Strategy and implementation plan in support of the operational response to such events.	SDEL	Oct-19	Jan-22	Green
Plan and deliver a number of national events taking place across Scotland during 2020/21 and ensure that SFRS Operational Response remains resilient throughout these events.	SDEL	Oct-19	Sep-21	Yellow

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System	Yellow	Green	Green	Yellow
Terms and Conditions	-	-	-	-

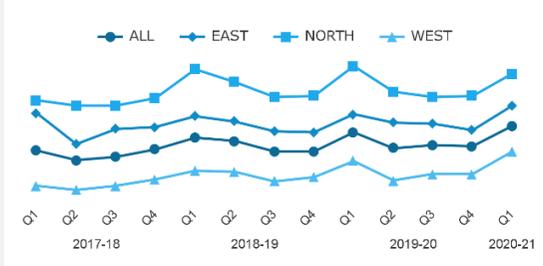


Fires reduced nationally by 7% however there was a 12% increase in dwelling fires classified as “high severity”. This is influenced by fire fatalities reported in the period. Accidental dwelling fires and resultant casualties, continue trending downwards for the sixth consecutive year.

Severity is determined by the results of a combined score (rating) from 8 variables. Fatalities represent a significant proportion of what would constitute a high severity fire. We are also noting a continuing trend of appliances being in attendance for longer; number of appliances required and more extreme firefighting methods necessary. This will be closely monitored and analysed to better understand this trend.



The response time is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time. The median (or middle) values of the set of response times this quarter for each Service Delivery Area (East, North and West) are shown, together with the total number of incident attendances counted. The totals shown exclude a small number of incidents resulting from errors and omissions in the recorded mobilising and attendance times. Response times have continued to increase in all areas compared to the current 3-year moving average and previous quarter.



Strategic Outcome 2: Response

Our flexible operational provides an effective emergency response to meet diverse community risks across Scotland.

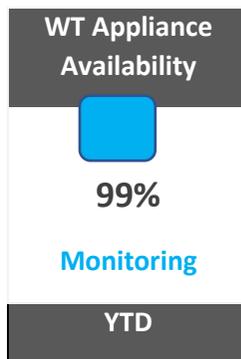
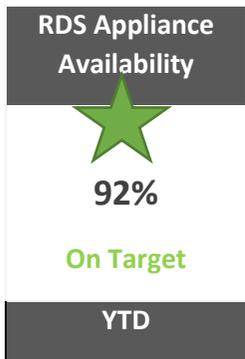
Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Performance Question: How will we demonstrate we have maintained a strong presence across Scotland? How will we, with our partners, demonstrate we have improved community resilience?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
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No associated actions identified this reporting period

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
RDVS Strategy				



Strategic Outcome 2: Response

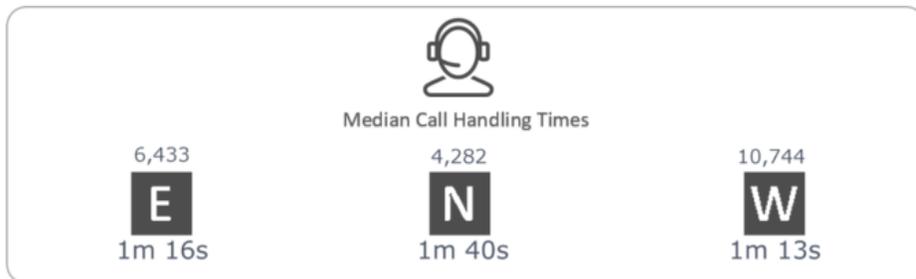
Our flexible operational provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

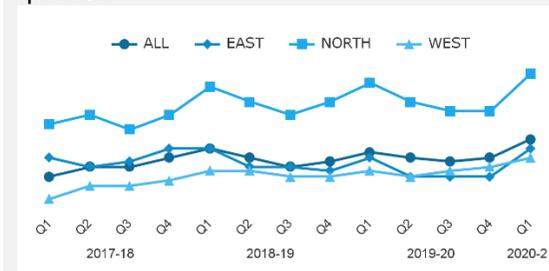
Performance Question: How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	FCS	Oct-19	Mar-21	

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Mobilising System				



Call handling time is the time it takes from an emergency call being logged on our systems to the first station being alerted. The median (or middle) values of the set of call handling times this quarter for each Service Delivery Area (East, North and West) are shown, together with the total number of incident attendances counted. The totals shown exclude a small number of incidents resulting from errors and omissions in the recorded mobilising and attendance times. Call Handling times have continued to increase in all areas compared to the current 3-year moving average and previous quarter.



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.

Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Performance Question: How do we demonstrate our workforce is supported? How will we demonstrate strong leadership levels at all levels? How will we know we have built capacity at all levels? How much have we improved the diversity of our workforce?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain fit for purpose.	POD	Apr-20	Mar-21	
Harmonise Instructor Terms and Conditions.	TSA	Oct-19	Dec-21	
Strengthen and promote the SFRS Total Reward package including recognition and benefits frameworks which are fair, attractive, inclusive and recognise our employees' contribution.	POD	Apr-20	Mar-21	
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	POD	Oct-19	Apr-21	

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.

Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Performance Question: How will we demonstrate we have inclusive learning and development arrangements? How will we demonstrate the quality of our learning and development arrangements? How will we know if our learning and development arrangements are efficient and have improved capability?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Strengthen SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	POD	Oct-20	Mar-21	Green
Implement Flexi Duty Managers Training for Operational Competence Years 2 and 3.	TSA	Oct-19	Dec-20	Green
Preparation of a Carbonaceous Fire Behaviour Training (CFBT) Facility Strategy (Replacement, Refurbishment, Relocation).	TSA	Apr-20	Mar-21	Yellow
Implement Training and Employee Development Review recommendations that fall out with the Major Projects Programme.	TSA	Oct-19	Mar-21	Yellow
Develop Capabilities Training (National Fire Chiefs Council/National Resilience Assurance Team).	TSA	Apr-20	Mar-21	Yellow
Design specific prevention and protection training pathway, from trainee firefighter to Strategic Manager, which incorporates relevant competency frameworks.	SDEL	Apr-20	Mar-21	Green

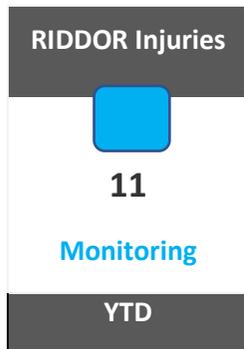
Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Performance Question: How effective are our health, safety and wellbeing arrangements?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Progress the development of an in-house Health and Safety Management Information System	TSA	Oct-19	Mar-21	Green
Deliver rolling programme of SFRS Health and Safety Improvement Plans across the organisation.	TSA	Oct-19	Mar-21	Green
Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles.	POD	Apr-20	Mar-21	Yellow
Implement the Mental Health Strategy to promote and support the wellbeing of staff.	POD	Apr-20	Sep-20	Yellow
Design and implement improved practices to reduce the risk from exposure to contaminants.	POD	Oct-19	Mar-21	Yellow



NB Due to inaccuracies absence statistics are not available for reporting during this period.

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.

Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way ensuring all have a voice in our Service.

Performance Question: How effective are we at engaging in an open and honest way? How will we demonstrate that all have a voice in our Service?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Implement recommendations from the internal communications review.	SPPC	Apr-20	Jun-21	
Implement the recommendations from the on-call media review.	SPPC	Apr-20	Apr-20	
Develop a SFRS Communications and Engagement Strategy for 2021-23.	SPPC	Apr-20	Mar-21	
Review the Working Together Framework and supporting arrangements to ensure that it continues to foster positive working arrangements and harmonious employee relations.	POD	Apr-20	Mar-21	

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.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

Performance Question: To what extent do we contribute to sustainable development? How effective are we at reducing our impact on the environment?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Implement SFRS response to SG Emergency Climate Change (ECC) Agenda 2045.	FCS	Apr-20	Apr-23	Green
Implement robust arrangements to support the delivery of the SFRS Sustainable Development Framework.	SPPC	Oct-19	Oct-20	Yellow
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	POD	Oct-19	Apr-21	Green
Strengthen and improve the SFRS approach to providing Accessible Communications for service users and employees who have a disability, other condition restricting communication/understanding or those for whom English is not a first language.	POD	Apr-20	Mar-21	Green

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Youth Volunteer Scheme	Green	Green	Green	Green

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.

Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Performance Question: How effective are we at reducing organisational risk? How will we demonstrate levels of business compliance?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.	FCS	Oct-19	Mar-21	
Review and improve the SFRS Corporate Governance Framework.	SPPC	Apr-20	Feb-21	

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
PVG Scheme				

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.

Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Performance Question: To what extent do we invest in our infrastructure to improve our services to the public?

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Review and develop the SFRS Digital Strategy for 2021-2024.	FCS	Apr-20	Dec-20	Green
Deliver and commence a ten-year investment and implementation plan for Standard Station Design.	FCS	Apr-20	Dec-21	Yellow
Review and implement the New Fleet Strategy, including charging infrastructure, in dealing with Climate Change across SFRS.	FCS	Apr-20	Mar-21	Yellow
Deliver the Structural Firefighters PPE rolling four-year Programme.	FCS	Oct-19	Apr-21	Green
Deliver the Phase 1 of the Portlethan Refurbishment Programme.	FCS	Apr-20	Dec-20	Green
Review and prepare a programme of works to replace all the roofs associated with RAAC Panelling.	FCS	Apr-20	Jun-20	Green
Develop partnership with other public bodies to identify and implement asset sharing solutions	FCS	Oct-19	Mar-21	Green

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	Green	Green	Green	Yellow
McDonald Road Redevelopment and Museum of Fire	Green	Green	Green	Yellow

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.****Objectives 4.4 We will strengthen performance and management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.***Performance Question: To what extent have we strengthened performance management and improvement arrangements? How will we demonstrate scrutiny, challenge and decision making is robust?*

Annual Operating Plan Action	Directorate	Start date	Due Date	RAG
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	SDEV	Apr-20	Mar-21	Yellow
Coordinate the statutory review and revision of Local Fire and Rescue Plans to support the SFRS Strategic Plan 2019-22 and to compliment Local Outcome Improvement Plans.	SPPC	Oct-19	Mar-21	Yellow
Review and strengthen arrangements to capture, coordinate and report on national themes arising from audit, inspection and improvement.	SPPC	Apr-20	Mar-21	Yellow
Implement the recommend-actions of the Business Intelligence review.	SPPC	Apr-20	Sep-20	Yellow
Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS).	SPPC	Apr-20	Mar-21	Green
Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	SPPC	Oct-19	Mar-21	Yellow

Section 3: Exception Reporting

Annual Operating Plan Actions

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.1	Communication Strategy to increase the reach of prevention and protection safety messages.	SDEL	Mar-21		The outcomes of the 2019/20 Fatal Fire Analysis (SO1:5) are the foundations of this annual plan. As data becomes available it will provide an opportunity to identify any trends for prevention themes and media campaigns. Community Safety function and Corporate Communications have worked closely over the first quarter to focus delivery of campaigns on COVID-19 related safety issues. Early exploration to review the effectiveness of individual campaigns has started. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
2.2	Develop a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme.	SDEL	Mar-21		Progress against Quarter 1 milestones for this action have been delayed due to the COVID-19 Pandemic. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
2.2	Plan and deliver a number of national events taking place across Scotland during 2020/21 and ensure that SFRS Operational Response remains resilient throughout these events.	SDEL	Sep-21		Original date for COP26 of November 2020 postponed due to the global effort to contain COVID19. New date announced of November 2021. COP26 team repurposed to COVID Team (CoTeam) but light touch and focus remains on COP26 developments until it is expected the team will return to a full planning footing in September 2020. Other events including EURO 2020 now also postponed to 2021. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.1	Harmonise Instructor Terms and Conditions.	TSA	Dec-21		In the period up until 26 June 2020 a total of six formal negotiating meetings have taken place with the Fire Brigades Union. Negotiations are still ongoing and final agreement will still require to be reached on a number of matters before a final proposal offer can be table to the employees for consultation. Although there is a slight delay in progress it is anticipated that the action will still concluded by the target date of December.

3.1	Strengthen and promote the SFRS Total Reward package including recognition and benefits frameworks which are fair, attractive, inclusive and recognise our employees' contribution.	POD	Mar-21		<p>The implementation of the SFRS Recognition Scheme was delayed due to the impact of COVID-19 and it is anticipated that this will now be launched at the start of Q1 2021/22.</p> <p>A review of the value for the current Cycle to Work Scheme has taken place and a revision to this is currently going through governance for approval to enhance this scheme for SFRS employees.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>
3.1	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	POD	Apr-21		<p>Progress against a number of key milestones has been impacted by COVID-19. This work will be progressed in Quarter 2 and where necessary alternative approaches will be scoped and developed, for example in relation to positive action engagement and outreach activity with under-represented groups and communities.</p> <p>Arrangements for further roll out of the Career Ready Scheme across SFRS from September 2020 has been agreed and preparations to support this is underway.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>
3.2	Preparation of a Carbonaceous Fire Behaviour Training (CFBT) Facility Strategy (Replacement, Refurbishment, Relocation).	TSA	Mar-21		<p>Structural changes within the Training function, combined with personnel shortages and COVID19 have impacted upon progress of this work stream. The existing CFBT sites have been surveyed and condition reports obtained, however, the remaining milestones have been re-scheduled to reflect these impacts.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>
3.2	Implement Training and Employee Development Review recommendations that fall out with the Major Projects Programme.	TSA	Mar-21		<p>The Executive Board has been established and will meet initially on a monthly basis, no further meetings have yet been convened due to a combination of influencing factors:</p> <ul style="list-style-type: none"> • A requirement to focus managerial capacity towards mitigating the COVID-19 pandemic impacts upon the Service, • Organisational restructuring and the formation of new Directorates and Functions, • Appointment of a new Director for Training, Safety and Assurance who will now become the Executive Lead for the Programme • Confirmation of any decision on the approval of funding for the Programme Manager post not being finalised until mid-April. <p>With the finance to support the employment of a Programme Manager now secured, a recruitment process will be instigated in due course; with a view to the post being filled in November 2020 when the allocated budget phasing commences. This has had a resultant impact upon all other milestones.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>

3.2	Develop Capabilities Training (National Fire Chiefs Council/National Resilience Assurance Team).	TSA	Mar-21		Due to restructuring within the Service and the impact of COVID19, this work has not yet started. The milestones have been re-scheduled to reflect these impacts. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.3	Strengthen health, wellbeing and fitness arrangements to enable staff to safely and effectively undertake their roles.	POD	Mar-21		The Clinical Governance action plan has been updated to extend over a five-year period from three years. The plan will be monitored and actions reviewed to consider emerging priorities resulting from COVID-19. A draft project dossier and action plan has been produced on the delivery of vaccinations for front line staff exposed to water / blood borne viruses. Engagement is ongoing on the interdependencies associated with delivering the vaccines. The research project to develop a bespoke fire ground fitness assessment for SFRS in accordance with NFCC advice has been delayed due to universities being unable to tender for the project due to COVID-19 and will be progressed in Quarter 3 as they return to normal. The proposals to introduce a substance misuse screening programme will be deferred until 2021 due to emerging priorities and capacity across the Directorate. Plans to develop the Health and Wellbeing systems are ongoing with an appointment text reminder service being piloted for roll out in Quarter 2. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.3	Implement the Mental Health Strategy to promote and support the wellbeing of staff.	POD	Sep-20		The Mental Health Strategy has been launched. The Mental Health Board was suspended due to COVID-19, however a COVID-19 Wellbeing Group was created to support staff during the pandemic and a range of measures and resources put in place to support mental and physical wellbeing. The Lifelines project was delayed due to COVID-19. The Project Initiation Document will be progressed for approval in Quarter 2 and engagement of Tri-Services will increase. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.3	Design and implement improved practices to reduce the risk from exposure to contaminants.	POD	Mar-21		Progress slower than expected due to COVID-19. SLT report on station design being submitted in Quarter 2 by which takes account of the Contaminants Action Plan. Report from University of Central Lancashire delayed due to COVID-19 and updates on progress will be provided when available. <i>To reinstate achievable timescales revised milestone dates need to be confirmed.</i>

3.4	Implement recommendations from the internal communications review.	SPPC	Jun-21		A working group has been established to take forward the actions agreed. During the first quarter of this reporting year, the Internal Communications Team has been working almost exclusively on COVID-19 related communications delaying the delivery of the actions. Completion of these have been rescheduled accordingly. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.4	Implement the recommendations from the on-call media review.	SPPC	Apr-20		Delivery of media training to Operations Control staff has been delayed due to COVID-19. Training has been rescheduled to September 2020. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.4	Develop a SFRS Communications and Engagement Strategy for 2021-23.	SPPC	Mar-21		The preparation of a new SFRS Communications and Engagement Strategy 2021-23 has been delayed. It is anticipated that a new Strategy will still be drafted by March 2021. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
3.4	Review the Working Together Framework and supporting arrangements to ensure that it continues to foster positive working arrangements and harmonious employee relations.	POD	Mar-21		This has been temporarily placed on hold due to COVID-19. It is anticipated that progress in relation to this review will commence in Quarter 2. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
4.1	Implement robust arrangements to support the delivery of the SFRS Sustainable Development Framework.	SPPC	Oct-20		This activity has been carried forward from 2019/20 Plan. Initial research has been carried out but no further progress has been made due to many other completing priorities. This project has been rescheduled. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
4.3	Deliver and commence a ten-year investment and implementation plan for Standard Station Design.	FCS	Dec-21		The SSD has been agreed with all parties and is now progressing through a governance route to finally be agreed by SFRS Board in August 2020. However, the second element of the strategic investment programme can only be delivered once the Station and Appliances Review outcome is known. This is has been delayed until September 2021. <i>To reinstate achievable timescales revised milestone dates are requested.</i>
4.3	Review and implement the New Fleet Strategy, including charging infrastructure, in dealing with Climate Change across SFRS.	FCS	Mar-21		Overall good progress has been made with the Electrical infrastructure roll out. We are now in Phase 2 of the deployment and further discussions are ongoing with Scottish Government and Transport Scotland for additional funding opportunities. The fleet Strategy has been delayed due to COVID 19 related priorities. <i>To reinstate achievable timescales revised milestone dates are requested.</i>

4.4	Implement Portfolio, Programme and Project approach to managing change across the SFRS.	SDEV	Mar-21		<p>Following the Scottish Government Gateway Review in February 2020 and the subsequent recommendations that were made, work has been undertaken to restructure and rename SFRS portfolio. Scheduled training has been delayed due to COVID.</p> <p><i>To reinstate achievable timescales revised milestone dates need to be confirmed.</i></p>
4.4	Coordinate the statutory review and revision of Local Fire and Rescue Plans to support the SFRS Strategic Plan 2019-22 and to compliment Local Outcome Improvement Plans.	SPPC	Mar-21		<p>The review of Local Fire and Rescue Plans was delayed due to our response to COVID-19. All LSO areas but one has now completed their Reports. The preparation of a consolidated report, which will provide a corporate overview of the reviews, is in progress but due to other completing demands completion of this has been put back to December 2020. LSOs are now working to have revised Plans in place by March 2021.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>
4.4	Review and strengthen arrangements to capture, coordinate and report on national themes arising from audit, inspection and improvement.	SPPC	Mar-21		<p>Good progress has been made in relation to establish a more robust approach to managing and coordinating Audit Scotland and HMFSI Thematic and Local actions plans. Following change of responsibility this action has been updated to reflect the approach being taken.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>
4.4	Implement the recommendations of the Business Intelligence review.	SPPC	Sep-20		<p>BI Sub Group of the Digital Steering Group has been formed. Terms of Reference and main actions have been agreed. The Group will oversee the creation of the draft Strategy, the timescales for which has been extended due to other competing priorities.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>
4.4	Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	SPPC	Mar-21		<p>Progress on the implementation of InPhase was delayed due to COVID-19 related travel restrictions and technical issues accessing the system off site for the consultant. This project has experienced many technical issues, delaying implementation. These have now been resolved. To expedite the implementation dedicated additional resources has been appointed.</p> <p><i>To reinstate achievable timescales revised milestone dates are requested.</i></p>