



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2017-18

**Working together
for a safer Scotland**

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STRATEGIC PRIORITY

Improved Local Outcomes

ILO: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop a Community Safety Engagement Risk Identification policy, and practical arrangements.	Scope <ul style="list-style-type: none"> Identify current position and gaps within SFRS risk identification processes; Commission external research with; partners, including Building Research Establishment, to accurately identify need. 	●				Prevention & Protection	Corporate Risk 1.4
	Research and consult <ul style="list-style-type: none"> Identify and evaluate current targeting methodologies utilised by UK and international FRS's and relevant organisations; Consult with other Public Sector bodies in regard to availability of appropriate data; Consult with internal stakeholders to identify and agree requirements to support targeting of preventative activity. 		●				
	Develop <ul style="list-style-type: none"> Develop process to ensure that national and local risk is identifiable; Develop appropriate ICT and data management processes to support delivery of action; Work with key stakeholders to agree methodology for delivering preventative activity in response to identified risks; Design evaluation process to ensure clear focus on qualitative and quantitative outcomes. 			●			
	Implement <ul style="list-style-type: none"> Implement national policy; Implement sustainable process to ensure validity and relevance of data. 				●		

Description

SFRS will develop and implement a Community Safety Engagement Risk Identification Policy and associated supporting processes. This approach will underpin the future delivery of SFRS preventative activity and assist with accurately identifying and mitigating risk from fire and wider unintentional harm. This policy will include the development of a 'targeting methodology' that will utilise appropriate datasets, including Health and Social Care Data, in order to ensure that SFRS preventative activity is delivered in an intelligence lead and truly targeted approach. This policy will ensure that SFRS preventative activity will be delivered on a best value and efficient basis, removing activity which does not positively contribute toward improving outcomes and reducing social inequalities.

STRATEGIC PRIORITY

Improved Local Outcomes

ILO: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop a Fire Safety Enforcement Risk Identification policy, and practical arrangements	Scope <ul style="list-style-type: none"> Evaluate current methodology around risk identification and how this fits with current FSE application 	●				Prevention & Protection	Corporate Risk 1.2
	Research and consult <ul style="list-style-type: none"> Research approaches taken by other UK FRS on risk identification Analyse National and Local data to identify differentials in risk picture across the country Consult all stakeholders and agree a communication strategy to support any new approach 		●				
	Develop <ul style="list-style-type: none"> Develop processes to ensure that evolving risk is identified and addressed Develop ICT arrangements which will support the recording of risk information Develop processes to disseminate risk information on a national and local basis Develop an electronic risk register Work with internal and external partners on how best to target resources on identified risks 			●			
	Implement <ul style="list-style-type: none"> Implement national policy framework 				●		

Description

The P & P Directorate will utilise all available statistical data to inform its annual audit programme. This risk based programme will be supported by the implementation of a new recording system which will assist in the identification of emerging national and local risk

STRATEGIC PRIORITY

Improved Local Outcomes

ILO: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop a P&P Performance Reporting policy, and practical arrangements in support of the Corporate Performance Framework	Scope <ul style="list-style-type: none"> Identify existing reporting arrangements; Identify any reporting inconsistencies and work duplication. Confirm future performance reporting requirements. 	●				Prevention & Protection	Corporate Risk 8.4
	Research and consult <ul style="list-style-type: none"> Identify and evaluate existing performance frameworks within SFRS to establish best practice; Evaluate existing arrangements against Directorate reporting requirements; Consult with regional and local managers to agree local reporting processes and reporting requirements; Identify performance reporting requirements at all levels (Fire & Rescue Framework to LSO meetings) Identify a methodology for including evaluation and impact analysis within the performance framework 	●					
	Develop <ul style="list-style-type: none"> Design a Performance Framework to align organisational goals, outputs, outcomes and data sources; Develop policy to support performance framework; Develop appropriate ICT and data management system to support ongoing delivery and development of framework; 	●					
	Implement <ul style="list-style-type: none"> Implement performance framework policy and process with specified review period 		●				

Description

Currently a range of performance measures, data sources, reporting frequencies and reporting formats are used across the service resulting in inconsistent comparisons and preventing effective performance management. A single P&P Performance Reporting policy will be developed to remove inconsistencies and facilitate effective performance management. The Performance Framework will align the reporting requirements across all levels within the service. While the development and implementation process is ongoing, the current Performance system will be used. The work package will be closely aligned with and support the development of the corporate performance framework being co-ordinated by SPPC.

STRATEGIC PRIORITY

Improved Local Outcomes

ILO: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop an Evaluation policy, and practical arrangements.	Scope <ul style="list-style-type: none"> Review existing evaluation methods supporting collaborative practice and initiatives within community safety engagement across the service. 	●				Prevention & Protection	Corporate Risk 8.3
	Research and consult <ul style="list-style-type: none"> Work with SPPC, SDAs and National and local partners to enhance how SFRS can collaboratively evaluate activities and initiatives which are outcome focused. Consider and identify methods most appropriate to SFRS. 		●				
	Develop <ul style="list-style-type: none"> Develop Policy and supporting procedure Consider National and local impacts and best ways to communicate and share outcomes with Service partners. Create awareness sessions and training materials to ensure evaluation is embedded locally from practitioner and advocate to manager level 			●			
	Implement <ul style="list-style-type: none"> Policy and procedure with associated training materials and guidance documents to support Reporting tool (within CSET) use. 				●		

Description

Currently a range of methods are used to evaluate activities and initiatives across the service producing inconsistent results. The evaluation policy and procedure will allow activities and initiatives delivered in partnership to be outcome focused and targeted where most effective (evidence led), taking societal challenges into consideration. Using clear evaluation methods will allow us to assess our activities and interventions to ensure they contribute to improving community outcomes, achieve greater effectiveness in their intended impacts and secure greater efficiencies in our delivery. By working with partners to evaluate our activities and initiatives we can ensure we are supporting the Scottish Government's priority of reducing inequalities across our society. Communicating outcomes from activities and initiatives across Scotland within SFRS and with external partners will support the adoption of best practice.

STRATEGIC PRIORITY

Improved Local Outcomes

ILO: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Establish robust arrangements to ensure information shared between SFRS and partners is handled appropriately.	• Finalise ISP template and guidance for approval by SMT and formal consultation.	●				SPPC	Corporate Risk 5.5 and 7.4
	• Collate current ISP's within SFRS.	●					
	• Analyse data received to determine the scope of ISP's.		●				
	• Assist departments in re-writing relevant ISP's which have passed review date.		●				
	• Provide training to relevant personnel.			●			
	• Monitor all ISP's and ensure relevant departments review them when necessary.				●		

Description

Information sharing between agencies is being driven by the Scottish Government as part of its modernising government agenda, to improve services and provide for seamless delivery. Information Sharing Protocols (ISP's) are required between agencies to set the parameters for sharing information. Information Governance have already developed an ISP template and guidance which is based on the Scottish Accord for Sharing Personal Information, used throughout Scotland, and this has been used within SFRS on an ad hoc basis. There is a need to establish what protocols are already in place and ensure they are all developed to a consistent standard throughout Scotland moving forward.

ILO: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Secure the provision of a wide range of data and coordinate its use for measuring and evaluating performance and outcomes.	• Additional access to SFRS systems is available.		●			SPPC	Corporate Risk 1.4
	• Performance measures for data from additional systems are defined and agreed.			●			
	• Performance reports incorporating measures from additional systems are published by PDS.				●		

Description

Performance Data Services can provide a wider range of performance reporting and analytics for SFRS if access to key systems becomes available. These systems include iTrent and PPED. The proposed purchase of a new Performance Management System during the year will also assist in the achievement of this action, assuming that access to the underlying performance data can be automated. This action will be fully co-ordinated with the work of the P & P Directorate on developing an evaluation policy and practical arrangements (ILO:4).

STRATEGIC PRIORITY Improved Local Outcomes

ILO: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop processes to support the Reform Collaboration Group.	<ul style="list-style-type: none"> Develop programme of meetings to support the work of the Reform Collaboration Group (RCG). 	●				Prevention & Protection	Corporate Risk 3.1 and 3.2
	<ul style="list-style-type: none"> Develop and agree a revised strategy for the RCG. 	●					
	<ul style="list-style-type: none"> Ensure full implementation of the RCG strategy and integrate with SFRS business planning processes. 		●				
	<ul style="list-style-type: none"> Undertake end of year review of the RCG's achievements during 2017/18. 				●		

Description

The SFRS is a member of the Reform Collaboration Group (RCG), along with Police Scotland and the Scottish Ambulance Service. The purpose of the group is to support effective collaborative working across the three emergency services within Scotland. The SFRS currently Chairs the group, which meets at both Board/Executive and Officer levels.

ILO: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop a Fire Engineering Risk Identification policy, and practical arrangements.	Scope <ul style="list-style-type: none"> Evaluate current methodology around risk identification and how this fits with current FE application Work with Data services and partners including BSD to identify risk and future direction 	●				Prevention & Protection	Corporate Risk 1.2
	Research and consult <ul style="list-style-type: none"> Research approaches taken by other UK FRS on risk identification Analyse National and Local data to identify differentials in risk picture across the country Consult all stakeholders and agree a communication strategy to support any new approach 		●				
	Develop <ul style="list-style-type: none"> Develop processes to ensure that evolving risk is identified and addressed Develop ICT arrangements which will support the recording of risk information Develop processes to disseminate risk information on a national and local basis Develop an electronic risk register Work with internal and external partners on how best to target resources on identified risks 			●			
	Implement <ul style="list-style-type: none"> Implement national policy Framework 				●		

Description

P & P will gather risk information, influence building projects at design stage and ensure that arrangements are in place for the sharing of that information

STRATEGIC PRIORITY

National and Community Resilience

NCR: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Continue to monitor our Flexi Duty Manager working arrangements to ensure they remain fit-for-purpose within a dynamic operational response environment.	<ul style="list-style-type: none"> Monitor the effectiveness of emergency cover arrangements. 				●	Response and Resilience	Corporate Risk 1.1 and 3.6
	<ul style="list-style-type: none"> Review and establish any future requirements for supported accommodation within Strategic Mobilising Locations. 			●			
	<ul style="list-style-type: none"> Scope alternative approaches to the provision of officer cover. 			●			
	<ul style="list-style-type: none"> Work with POD team to ensure that changes to officer cover are included within the H&S, workforce, resource and training plans/ arrangements. 				●		

Description

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 for the SFRS. This includes oversight of officer skills and attributes and involvement in the selection and promotion process. The R&R Directorate working with other Directorates will continually assess the ongoing suitability of these arrangements and amend policy subject to SLT approval and guidance as necessary. This will also include a review of strategic mobilising locations.

NCR: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop and implement a Warm Zone response for Marauding Terrorist Firearms Incidents (MTFA).	<ul style="list-style-type: none"> Identify and agree the scale of provision required to provide an effective Warm Zone response to MTFA incidents. 		●			Response and Resilience	Corporate Risk 2.4 and 5.4
	<ul style="list-style-type: none"> Complete procurement exercise for MTFA equipment and training. 		●				
	<ul style="list-style-type: none"> Complete the necessary risk assessments, training and develop policy and management guidance. 			●			
	<ul style="list-style-type: none"> Implement the Warm Zone response. 				●		
	<ul style="list-style-type: none"> Liaise with HROD regarding contractual insurance arrangements. 				●		
	<ul style="list-style-type: none"> Conduct a review of the new MTFA response. 				●		

Description

Attendance at MTFA incidents is not a statutory duty for the SFRS, however there is an expectation from the public and from Scottish Government that our organisation will provide assistance to our communities in the event of such an occurrence in Scotland. A limited Cold Zone response has been available for some time. However there is a desire for the SFRS to develop a fully capable Warm Zone response which will include training for crews, procurement of equipment and the development of policy and operational guidance.

STRATEGIC PRIORITY

National and Community Resilience

NCR: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
To prepare and participate fully in a Tier 1 UK National Training Exercise.	• Have the SFRS Warm Zone Response operationally ready.		●			Response and Resilience	Corporate Risk 2.2 and 5.4
	• Involvement in all 'build-up' exercises.		●				
	• Participate in the exercise.			●			
	• Participate in the debrief process and prepare a 'lessons learned' report.				●		

Description

The SFRS is a major partner tasked with preparing for and participating in a Tier 1 UK CT exercise for the UK to test preparedness for a large, multi-agency, counter terrorism event. This will involve a large number of partner agencies, very significant resources and include cross border co-operation and joint working with other UK services, including the UK government.

NCR: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Delivery of an agreed, updated CBRN response for the SFRS.	• Completion of a CBRN Concept of Operations document in line with the statement of requirement issued by Scottish Government.			●		Response and Resilience	Corporate Risk 2.4 and 5.4
	• Completion of additional work to Incident Response Unit vehicles.				●		
	• Completion of associated risk assessments and training re vehicles and equipment.				●		
	• Delivery of policy and management guidance in relation to CBRN incidents.				●		

Description

Work has been ongoing to deliver completed of 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 to 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.

STRATEGIC PRIORITY

National and Community Resilience

NCR: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Planning and preparation for the introduction of the new Emergency Services Network (ESN) communications system.	<ul style="list-style-type: none"> Engage with the ESN project team regarding device specification and capabilities. 	●				Response and Resilience	Corporate Risk 1.1 and 2.3
	<ul style="list-style-type: none"> Plan for the introduction of ESN, giving due consideration to the needs of the SFRS Operational Intelligence project and the compatibility of hardware. 		●				
	<ul style="list-style-type: none"> Prepare for the transition from Firelink/Airwave to ESN ensuring that reliable communications can be assured in all areas. 			●			
	<ul style="list-style-type: none"> Engage with the Command and Controls Future project team regarding the implications of ESN on this key project. 			●			

Description

The SFRS has relied on Firelink/Airwave for communications between control rooms, fire appliances and officers for many years. This government supported system is being replaced with a new generation of communications equipment, ESN, utilising the mobile phone network. This project has seen considerable delays but is to be rolled out in area of England in 2018 and will go live in Scotland sometime in 2019. Network coverage is to be provided by EE and will require significant infrastructure upgrades in Scotland. The new Command and Control Mobilising System (CCMS) and the new Operational Intelligence (OI) system will both be affected by the change from Firelink/Airwave to ESN. This work will be coordinated with relevant Directorates including POD and FCS.

NCR: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Embed the use of the corporate Gazetteer into business as usual activities.	<ul style="list-style-type: none"> Gazetteer Team fully in place. 		●			Response and Resilience	Corporate Risk 1.1
	<ul style="list-style-type: none"> Control address matching completed. 		●				
	<ul style="list-style-type: none"> Routine updates to corporate gazetteer fully embedded in CSET, PPED and other systems. 				●		

Description

The expansion of the gazetteer team to include two gazetteer assistants is to take place this fiscal year. With a full team in place the provision of a single source of address data for the SFRS, already underway, can be fully embedded. Address matching of the local gazetteer for Johnstone Control is now starting, and the use of the gazetteer as the source for the replacement for the PPED legislative fire safety database will be undertaken during the year. Thereafter, the gazetteer team will be in a position to ensure that address updates and modifications become a matter of routine due process for SFRS.

STRATEGIC PRIORITY Modernising Response

MR: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Complete the migration process for our new Regional Control Rooms and progress the introduction of a new Command and Control Mobilising System.	• Decant the North Regional Control Room into its newly refurbished premises in Dundee.	●				Response and Resilience	Corporate Risk 1.1
	• To award the tender for provision of the new CCMS.				●		
	• To develop a comprehensive training programme for Control Room staff on the new CCMS.				●		
	• To commence implementation of the new CCMS within our three Regional Control Rooms.				●		

Description

A great deal of work has already been undertaken in merging the eight legacy Control Rooms in Scotland into our three Regional Control Rooms. The migration programme will conclude on the 28th of June 2017 with the completion of the NSDA OC refurbishment and return. In addition, a new Command and Control Mobilising System has been specified and a tender process initiated. Over the course of 2017/18, SFRS will award a contract to provide the replacement CCMS and start the implementation of this new system. This process will not be completed until financial year 2018/19. Following a restructure of the CCF Project Team and its endorsement by the Project Executive ACO Ramsay, the aforementioned milestone of 'training programme for new CCMS' will be managed and implemented under the auspices of OC BAU Learning & Development and Systems & Data team. End Dates will also be led by OC BAU.

MR: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Oversee the introduction of the new Common Duty System within our Wholetime Duty System fire stations and Operational Control Rooms.	• To liaise with Service Delivery to ensure that crews are fully informed of their responsibilities in relation to the new CDS	●				Response and Resilience	Corporate Risk 2 and 2.4
	• Oversee implementation of the new CDS, ensuring that operational readiness and capability is maintained at all times.	●					
	• Ensure that any challenges to the maintenance of operational readiness, created as a result of the introduction of the CDS, are identified and addressed as necessary.		●				
	• Ongoing management of the CDS through the Central Staffing function following introduction, ensuring operational performance and use of human resources as per project scope.				●		

Description

Introduction of the Common Duty System in April 2017 will see all Wholetime Staff and uniformed Control Room staff across the SFRS working to the same duty pattern. This will be a significant change for the majority of SFRS staff and challenges may be expected in the early stages.

STRATEGIC PRIORITY Modernising Response

MR: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Ensure Firefighter Safety through the introduction of an efficient, national Operational Intelligence process.	<ul style="list-style-type: none"> National rollout of the new OI system to commence with a pilot programme across the legacy Central Scotland area. 	●				Response and Resilience	Corporate Risk 2 and 2.4
	<ul style="list-style-type: none"> National rollout to be expanded throughout the remainder of the East Service Delivery Area. 				●		
	<ul style="list-style-type: none"> New OI Policy and managerial guidance to be promulgated nationally. 		●				
	<ul style="list-style-type: none"> All legacy OI systems to be carefully managed and maintained until replacement with the new OI system. 				●		

Description

The new OI system has been in development for just over a year, with major decisions already taken in relation to software, hardware and vehicle installations. This year will see the start of national rollout across the east Service Delivery Area. During national rollout, all legacy systems will require to be maintained effectively to ensure continued firefighter safety.

MR: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Ensure Firefighter Safety through the efficient management of the national Operational Assurance process.	<ul style="list-style-type: none"> Ensure Regional Implementation Groups are working effectively in all areas. 		●			Response and Resilience	Corporate Risk 1.6
	<ul style="list-style-type: none"> Carefully manage the OA21 process ensuring that all significant operational incidents, where firefighter safety may have been compromised, are effectively investigated and control measures introduced. 				●		
	<ul style="list-style-type: none"> Manage the Balmoral Bar investigation and the implementation of recommendations from this report. 			●			

Description

Introduction of the Common Duty System in April 2017 will see all Wholetime Staff and uniformed Control Room staff across the SFRS working to the same duty pattern. This will be a significant change for the majority of SFRS staff and challenges may be expected in the early stages.

STRATEGIC PRIORITY Modernising Response

MR: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Review the SFRS Unwanted Fire Alarm Signals policy and procedures.	Scope <ul style="list-style-type: none"> Identify current policy/procedure position and existing service reduction demand targets Review existing arrangements and set out options for future delivery 	●				Prevention & Protection	Corporate Risk 2.5
	Research and consult <ul style="list-style-type: none"> Research different approaches across the UK and international FRS Research all available data to assess viability of any future delivery model Consult with P & P colleagues across Scotland on existing and future direction Consult with external partners including BEF on options available 		●				
	Develop <ul style="list-style-type: none"> Develop a recording system which will allow for the effective analysis of all UFAS activity Develop communication arrangements for the sharing of good practice Develop a new policy and procedure taking account of any review outcomes Agree evaluation measurement tools to confirm effective implementation 			●			
	Implement <ul style="list-style-type: none"> Implement National policy Introduce directorate led governance and QA process to evaluate implementation and outcomes. 				●		

Description

The current UFAS policy and procedure is under review and existing policy and procedural elements will be analysed for their effectiveness. The implementation of a new UFAS Recording System will allow for detailed analysis of all UFAS activity at a local and national level. A new performance framework will provide a means by which the service can measure the effectiveness of any new policy direction. P & P will work closely with colleagues in service redesign of how any future policy/procedure will be delivered, this will be coordinated with SPCC to ensure relevant linkages are made to SFRS Performance Framework.

STRATEGIC PRIORITY

Modernising Response

MR: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
In conjunction with Service Transformation, research our statutory framework to determine if it supports our evolving roles.	<ul style="list-style-type: none"> Identify key contacts within Service Transformation who require input from Legal Services. 	●					
	<ul style="list-style-type: none"> Develop understanding of how roles may evolve and provide advice on how that could be achieved within the existing statutory framework, and/or changes which may be required to facilitate SFRS' plans. 				●		

Description

SFRS must continuously ensure that it is delivering a service which meets the needs of Scotland whilst complying with its statutory obligations. The Fire (Scotland) Act 2005 and subordinate legislation contains a mix of statutory duties and powers to facilitate service provision. As the role of SFRS evolves, it is necessary to ensure that SFRS continues to comply with its duties, and that its powers support proposed change.

STRATEGIC PRIORITY Workforce Development

WD: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Balmoral Bar Implementation Group established to deliver the Balmoral Bar Action Plan.	<ul style="list-style-type: none"> Develop an over-arching BA policy for the SFRS, supported by a SOP that includes details on the requirements for BA training and welfare arrangements. 			●		Response & Resilience	Corporate Risk 2.4
	<ul style="list-style-type: none"> Develop and implement a consistent policy and procedure for tactical ventilation, including a training package that will ensure the competency of all operational staff, appropriate to their role. 				●		
	<ul style="list-style-type: none"> Develop an incident command and functional officer memory aid to provide support to those undertaking functional roles. 		●				
	<ul style="list-style-type: none"> The SFRS is required to develop a risk management policy and guidance for use at operational incidents. This is required to provide clarity on the SFRS operational risk appetite. 				●		

Description

The Balmoral Bar Lessons Identified Report was published on the 10 March 2016 outlining a number of key lessons identified from the incident involving a fire in the Balmoral Bar where a firefighter's life was tragically lost. Following this publication, a meeting was convened to scope out the actions required to address the recommendations within the report and implement suitable arrangements to complete these within reasonable timescales. The Balmoral Bar Implementation Group is now responsible for ensuring that the recommendations are effectively introduced across the SFRS.

WD: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Embed legal standards for accident investigations within the SFRS.	<ul style="list-style-type: none"> Draft briefing paper on legal privilege to facilitate discussion with Health and Safety and Response and Resilience. 		●			SPPC	Corporate Risk 2.1
	<ul style="list-style-type: none"> Work with Health and Safety to develop solutions which balance all of SFRS' objectives and embed new processes into incident investigation policies and procedures. 			●			

Description

The primary purpose of incident investigation is to learn lessons to prevent recurrence and SFRS has well-developed procedures for conducting investigations. In so doing, SFRS creates documentation which is of interest to journalists, regulatory authorities and solicitors acting for claimants. Legal mechanisms exist to protect SFRS in appropriate circumstances and should be evaluated by SFRS.

STRATEGIC PRIORITY Workforce Development

WD: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop and deliver a Workforce and Resourcing Plan in support of the SFRS strategic plan, financial strategy and service transformation programme.	• The SFRS structure within i-Trent is fully aligned with the 2017-18 TOM and budget.		●			People and Organisational Development	Corporate Risk 6.3
	• The SFRS Workforce Plan is revised in line with the long term financial strategy.		●				
	• A resourcing plan is in place for 2017-18 and 2018-19.		●				
	• A plan/timetable for 2017-18 recruitment and selection processes is developed and delivered.	●					
	• Implement the SFRs leadership, management and continuous learning framework	●					

Description

Workforce plan for 2017-19 has been drafted and will be reviewed during Q2 to agree next steps in line with long term financial planning process.

WD: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Continue to develop and embed operational competence standards and skills consistently across the SFRS	• Continue to review and develop training standards: programme and forward plan in place.				●	People and Organisational Development	Corporate Risk 2.2
	• Training needs analysis and programme of delivery for 2017-18 developed and delivered.				●		
	• Keep performance reporting and management arrangements under review.				●		
	• Implement a programme of audits of the training and employee development (TED) quality management arrangements				●		

Description

New SFRS Training Standards for core skills are now complete with, additional Training standards being developed for specialist skills. The 2017/18 TNA remains live and is highlighting a wide range of organisational training requirements. The newly implemented TED performance monitoring arrangements allow for effective performance management scrutiny and is supplemented by the overarching QMS currently in place across the TED Function. The performance management information will assist in directing TED activities across the 2017/18 year.

STRATEGIC PRIORITY Workforce Development

WD: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop and deliver training and development programmes in support of service transformation.	• Determine SFRS skills profile/requirements for service redesign.		●			People and Organisational Development	Corporate Risk 3.6
	• Conduct organisational Training Needs Analysis (TNA)			●			
	• Design and deliver national training programmes based on requirements				●		

Description

New SFRS Training Standards for core skills are now complete with, additional Training standards being developed for specialist skills. The 2017/18 TNA remains live and is highlighting a wide range of organisational training requirements. The newly implemented TED performance monitoring arrangements allow for effective performance management scrutiny and is supplemented by the overarching QMS currently in place across the TED Function. The performance management information will assist in directing TED activities across the 2017/18 year.

WD: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Continue to develop and implement a suite of management arrangements that will enhance the SFRS safety culture and support the health, safety and wellbeing of all employees	Development of an safety culture improvement plan (in line with risk management/enterprise audit)		●			People and Organisational Development	Corporate Risk 2.1 and 5.3
	HSW Annual Report published for 2016-17			●			
	Develop and implement an SFRS health and wellbeing framework				●		
	Development and implementation of HSW compliance improvement plans – all Directorates and Service Delivery Areas				●		

Description

SFRS is committed to continually enhancing and developing the health and safety and wellbeing of its employees and others who may be effected by Service activities. This commitment is explicit with this SFRS Health, Safety and Wellbeing Policy. To realise this commitment the SFRS will continue to build upon it current health and safety management arrangements and develop robust methods of embedded content contained therein. In doing so the SFRS will consider future provision for staff wellbeing in the holistic sense through the provision of person centred services.

STRATEGIC PRIORITY Workforce Development

WD: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Maintain harmonious employee relations within SFRS collective bargaining arrangements	• Revise the SFRS Working Together Framework and Action Plan	●				People and Organisational Development	Corporate Risk 6.1
	• Support the negotiation of the Support Staff pay offer 2017-18		●				
	• Refresh the proposal for the harmonisation of Uniformed terms and conditions of employment (as per service redesign programme).			●			
	• Develop an SFRS Total Reward and Recognition Framework				●		

Description

Revised Working Together Framework and Action Plans are complete and agreed.
Support Staff pay proposal rejected following ballot in May 17, revised proposal being submitted June 17

WD: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop and maintain a positive/ transparent working culture and climate that is aligned with the SFRS values	• Refresh the SFRS cultural audit action plan: focus on key levers for change	●				People and Organisational Development	Corporate Risk 6.2
	• Refresh the SFRS positive action and gender pay gap action plans		●				
	• Develop and SFRS employee engagement framework, survey and tool-kit				●		

Description

Proposal for refreshing the cultural audit action plan ready to go to SGC in June 17

WD: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Ensure compliance with employment legislation	• POD policy development and review framework in place	●				People and Organisational Development	Corporate Risk 5.2
	• Implement a programme of audit and evaluation within the HR-OD quality management arrangements				●		
	• Provide quarterly reports on legal caseload and lessons learned				●		

Description

Policy Review Framework in place and updated quarterly at SGC.
HROD QMS currently being developed.
Quarterly reports on monitoring of caseload/lessons learned currently in place and actioned by HROD management. team.

STRATEGIC PRIORITY Governance and Social Responsibility

GSR: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
To develop the Edinburgh Museum of Fire, within its new location, as a community engagement facility that serves to preserve the heritage of the fire service in Scotland.	<ul style="list-style-type: none"> To plan an effective museum layout within the new premises at MacDonald Road Fire Station that will allow artefacts to be displayed effectively, within a community learning environment that promotes safe access and improved engagement opportunities for the public. 		●			Response & Resilience	Corporate Risk 8.5
	<ul style="list-style-type: none"> To safely store artefacts and maintain them as necessary whilst the new premises are developed 				●		
	<ul style="list-style-type: none"> To maintain an accurate catalogue all SFRS artefacts within the Museum of Fire collection 	●					
	<ul style="list-style-type: none"> To oversee the project plan and implementation strategy for the structural work, shop fitting and associated works that will require to be undertaken before the museum can be opened within its new home. 				●		

Description

The Edinburgh Museum of Fire had been located within the Lauriston Place complex in Edinburgh City for many years. With this building forming part of the SFRS Capital Funding strategy, a new home has been found for it at MacDonald Road Fire Station, thereby keeping the museum within its home city. Extensive work is being undertaken at this location to make it fit-for-purpose and artefacts are currently being stored within our Maddiston facility. The museum building work will not be completed until 2018/19.

GSR: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Continue to develop effective Board and Executive governance arrangements.	<ul style="list-style-type: none"> Review existing Appraisal process for Board members and implement revised version. 	●				SPPC	Corporate Risk 5.1
	<ul style="list-style-type: none"> Develop communication and information sources available to Board members. 		●				
	<ul style="list-style-type: none"> Review existing Committee structure and develop plan to implement any recommendations from this. 				●		
	<ul style="list-style-type: none"> Publish SFRS Code of Corporate Governance and use as tool to measure effectiveness of existing arrangements and identify further improvements to these. 				●		

Description

SFRS developed a Code of Corporate Governance during 2016-17. The Code will be published within the first quarter of 2017-18 and provides us with a framework against which the effectiveness of our governance arrangements can be reviewed. The Code is based upon the six core principles of good corporate governance, each with its supporting characteristics that outline how we will demonstrate application of the principles. The six principles we have adopted are taken from the 'Good Governance Standard for Public Services'. By adopting these principles we will be acting consistently with the principles of good governance, a requirement of the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, and following best practice promoted by the Scottish Government in publications such as 'On Board: a Guide for Board Members of Public Bodies in Scotland'.

STRATEGIC PRIORITY

Governance and Social Responsibility

GSR: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Expand SFRS Publication Scheme to promote openness and transparency.	<ul style="list-style-type: none"> Liaise with all areas of Service in relation to what information can be provided on a quarterly basis which would be in the public interest. 	●				SPPC	Corporate Risk 5.5
	<ul style="list-style-type: none"> Develop awareness training programme to assist in identifying what should be published for SFRS. 		●				
	<ul style="list-style-type: none"> Develop mechanism for ensuring once documents have been approved by an SFRS Committee, consideration is given to whether they should become part of the Publication Scheme. 			●			
	<ul style="list-style-type: none"> Continue to monitor all Freedom of Information requests to analyse what is being asked for and to identify any trends for future publication. 				●		

Description

The Freedom of Information (Scotland) Act 2002 requires Scottish public authorities to produce and maintain a publication scheme. Authorities are under a legal obligation to:

- publish the classes of information that they make routinely available
- tell the public how to access the information and whether information is available free of charge or on payment.

SFRS currently update our Publication Scheme on a quarterly basis however mechanisms need to be more robust to ensure we are capturing all relevant information and that it is processed in a more timeously manner.

GSR: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Build a strong infrastructure to support mainstreaming of equality and diversity and delivery of our Equality Outcomes.	<ul style="list-style-type: none"> Publish revised Equality Outcomes and Mainstreaming Report. 	●				SPPC	Corporate Risk 5.2
	<ul style="list-style-type: none"> Link Equality Outcomes to Annual Operating Plan for the purposes of establishing performance measurement mechanism. 			●			
	<ul style="list-style-type: none"> Implement Equality Mainstreaming Framework. 				●		
	<ul style="list-style-type: none"> Report on progress against key equality initiatives of Corporate Parenting, Community Justice, Gaelic Language Plan and Violence Against Women and Girls. 				●		

Description

The SFRS has a number of statutory obligations for planning, implementing and reporting performance on: Equality Outcomes; Mainstreaming Equality; Corporate Parenting; Gaelic Language and Community Justice. There are stand-alone reporting requirements for these initiatives. In addition the application of the Equality Mainstreaming Framework, which includes the Equality and Human Rights Impact Assessment process, will provide the overarching mechanism by which equality is mainstreamed and equality initiatives applied.

STRATEGIC PRIORITY

Governance and Social Responsibility

GSR: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Continue to support the Scottish Government's Social Impact Pledge initiative.	<ul style="list-style-type: none"> Publicise Social Impact Pledge initiative across the SFRS, seeking nominations for our 2017/18 submission. 	●				SPPC	Corporate Risk 1.5
	<ul style="list-style-type: none"> Provide short-list of nominated initiatives to the SFRS Board for their selection to form the Service's submission. 		●				
	<ul style="list-style-type: none"> Submission of revised Social Impact Pledges to Scottish Government. 				●		

Description

In 2016 we signed up to the Social Impact Pledge, a Scottish Government initiative aimed at increasing the social impact of public sector organisations across Scotland. We whole-heartedly took up the challenge of the Pledge to increase the positive impact we make and to use our assets – our buildings and our people – better for increased community benefit. Each year we will identify three commitments, which will be something that we do differently, an increase or change of activity for example. Following a well-supported Service-wide request to submit details of relevant initiatives or projects, the SFRS Board's Engagement Committee selected our first three commitments last year, which we will build upon during 2017/18.

STRATEGIC PRIORITY

Governance and Social Responsibility

GSR: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register	
Maintain sound financial management practices	<ul style="list-style-type: none"> Complete 2016/17 annual accounts in accordance with year-end timetable and secure clean audit certificate 		●			Finance & Contractual Services	Strategic Risk 4, Corporate Risk 4.1	
	<ul style="list-style-type: none"> Complete and obtain Board approval for Long Term Financial Strategy 		●					
	<ul style="list-style-type: none"> Complete and obtain Board approval for Medium Term Financial Plan, in line with Service Transformation plans 			●				
	<ul style="list-style-type: none"> Maintain robust budget monitoring and forecasting processes for 2017/18 Resource and Capital Budgets 				●			FCS 4.4.1 Failure to ensure the overall financial position in line with budget
	<ul style="list-style-type: none"> Continue to support budget holders in financial management responsibilities, including reviewing business cases for future development 				●			Corporate Risk 7.7, FCS 4.4.3 Loss of financial control and investment decisions taken without proper consideration of financial implications
	<ul style="list-style-type: none"> Ensure all financial transactions are processed timeously and accurately, in line with agreed performance indicators 				●			FCS 3.2 and 6.6.1 Failure to pay suppliers and Failure to pay employees accurately and on defined dates
	<ul style="list-style-type: none"> Develop and obtain Board approval for 2018/19 Resource and Capital Budgets 				●			Corporate Risk 4.4

Description

In line with statutory requirements SFRS is required to produce an annual report and accounts in accordance with public sector reporting requirements and international accounting standards. The annual report and accounts are audited, and approved by the Board, agreed by Minister and laid before parliament for scrutiny before being published. SFRS sets and publishes a budget approved by the Board in line with Scottish Government funding. During each financial year SFRS monitors expenditure against agreed Resource and Capital Budgets and is required to maintain spend within agreed departmental expenditure limits. In addition, SFRS seeks to ensure financial sustainability by developing medium and long term financial plans to reflect expected financial outcomes against future funding predictions.

STRATEGIC PRIORITY

Governance and Social Responsibility

GSR: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Maintain and develop corporate risk governance arrangements	• Complete internal audit plan and follow up actions				●	Finance & Contractual Services	Corporate Risk 7.7 Loss of financial control
	• Embed the revised corporate risk register and associated processes within the organisation				●		
	• Facilitate the completion of Business Continuity Plans across SFRS, in line with the agreed Strategy				●		

Description

As part of the Service's governance arrangements a corporate risk register is developed and maintained to focus attention on actions required on key risk areas to SFRS. Our Governance arrangements are supported by an internal audit plan that reports to the Audit and Risk Assurance Committee and the chief as accountable officer. As SFRS changes business continuity plans are required to be updated and this work will be facilitated by Risk and Audit team and civil contingencies teams

GSR: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Maintain and develop procurement capability	• Deliver annual procurement work plan as agreed through the Corporate Procurement Steering Group, including projects supporting Service Transformation		●			Finance & Contractual Services	Corporate Risk 5.6
	• Develop and obtain Board approval of the SFRS Procurement Strategy 2018/19				●		
	• Progress agreed actions within the Procurement Capability Improvement Programme, with particular focus on achieving the next defined maturity level in relation to contract management and sustainability				●		

Description

Developing good corporate procurement processes as part of an approach to effective business management.

STRATEGIC PRIORITY

Governance and Social Responsibility

GSR: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop and strengthen our approach to protecting the environment	<ul style="list-style-type: none"> Develop and obtain Board approval for a revised Environmental Strategy for 2017 – 2020 		●			Finance & Contractual Services	Corporate Risk 5.7
	<ul style="list-style-type: none"> Obtain agreement through the Environmental Board for an updated Environmental Action Plan to support the Strategy and commence implementation 			●			
	<ul style="list-style-type: none"> Develop and obtain approval for a Fuel Site Strategy 				●		

Description

In responding to the Fire & Rescue Framework, SFRS has recognised its environmental responsibilities by setting one of the five Strategic Plan Outcomes as the protection of our natural environment, through reducing our impact on it. The revised Environmental Strategy will set out our environmental vision, explain how we will get there and how we'll know if we've been successful. An executive-led Environmental Board has been established to build support for this agenda right across the Service, to enable the achievement of our Strategy.

STRATEGIC PRIORITY Transformation

T: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
To work closely with the SFRS Service Redesign Team and other Directorates to ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides and remains effective within the future available cost envelope.	<ul style="list-style-type: none"> Align the recommendations from the Review of Specialist Equipment with any proposed developments and changes as a result of Service Redesign. 				●	Response & Resilience	Corporate Risk 2.2, 2.4, 3.1, 3.6 and 3.7
	<ul style="list-style-type: none"> Ensure that any changes to operational response as a result of Service Redesign can be introduced without compromising emergency response, firefighter safety or community safety. 				●		
	<ul style="list-style-type: none"> Work closely with Service Redesign to evaluate and assess the options in terms of new firefighting techniques, equipment and vehicles. 				●		
	<ul style="list-style-type: none"> Work closely with the SFRS Service Redesign Team in developing a new High Reach strategy for Scotland. 			●			
	<ul style="list-style-type: none"> Work closely with the SFRS Service Redesign Team in developing a new approach to the provision of Incident Support in terms of logistics and other support for larger incidents. 			●			

Description

The R&R Directorate are responsible for maintaining an effective operational response and routinely assess the exiting service provision against the future needs of Scotland's communities, making the best use of available resources within a rapidly changing political and financial environment. The introduction of Service Redesign within the SFRS provides an opportunity to undertake joint working between Directorates to ensure that the broadest possible range of options can be considered and assessed, to ensure a modern, effective and flexible emergency response can be planned for and implemented.

T: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Design a new Programme Office to support the delivery of significant change projects.	<ul style="list-style-type: none"> Identify the roles required to enhance the Programme Office and create appropriate Job Descriptions. 	●				SPPC	Corporate Risk 3.6
	<ul style="list-style-type: none"> Advertise the new posts both internally and externally and successfully recruit personnel. 	●					
	<ul style="list-style-type: none"> Establish an effective workflow process which supports the delivery of significant change projects. 		●				
	<ul style="list-style-type: none"> Review the new Programme Office processes to identify any areas for improvement. 				●		

Description

The closing report of the Service Transformation Programme 2013-16 gave a number of recommendations for the Programme Office to consider. It was highlighted that improved guidance for project risk management, portfolio, and project and programme management should be produced, and that support for project managers in the project design stages to assist with scope and benefits identification was required. To achieve these recommendations and to provide the ongoing support required through the programme to project managers a new Programme Office structure will be designed and created.

STRATEGIC PRIORITY Transformation

T: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Review the effectiveness of the current Programme Office governance and management arrangements.	• Review the templates used for project and programme management.	●				SPPC	Corporate Risk 3.6
	• Develop bespoke project risk management guidance.		●				
	• Develop portfolio, programme and project management guidance.		●				
	• Develop a graphical system which shows project and programme progress in an easy to understand manner.			●			

Description

As part of the agenda for continuous improvement the systems and tools used in the initial programme are to be reviewed and feedback from project managers sought to identify areas for improvement and areas of good practice. The closing report of the Service Transformation Programme 2013-16 gave a number of recommendations for the Programme Office to consider. It was highlighted that improved guidance for project risk management, portfolio, project and programme management should be produced. The Service Transformation Committee have asked that a graphical system is developed which allows an overview of the programme to be developed. This dashboard facility will assist in identifying the progress being made towards project and programme delivery.

T: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Develop and deliver an Improvement Strategy to improve the efficiency and effectiveness of the SFRS.	• Develop a draft Service Improvement Strategy based on good practice.	●				SPPC	Corporate Risk 8.2
	• Engage with Service personnel on the content and direction of the strategy.		●				
	• Amend the draft strategy based on feedback.		●				
	• Schedule an assessment programme across Directorates and Service Delivery Areas in consultation with Directorates.		●				
	• Present finalised strategy.			●			

Description

To support SFRS in fulfilling its statutory duties a Service Improvement Strategy will be developed. This will follow best practice, and will be developed through engagement with Service personnel to ensure it meets the needs of internal and external stakeholders. A series of assessments will be created which will include Directorates, Functional Areas and Service Delivery Areas following consultation with the appropriate managers to prioritise the work. These assessments will be facilitated both by the Service Improvement Team and the wider group of trained assessors.

STRATEGIC PRIORITY Transformation

T: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Build on existing systems and processes to enhance financial management capability and good practice	<ul style="list-style-type: none"> Evolve the Finance & Procurement working structure to better meet current service needs and implement changes 		●			Finance & Contractual Services	Corporate Risk 4.2 and 7.7, SR 6
	<ul style="list-style-type: none"> Further develop payroll verification procedures, particularly around the point where a payment is initiated, eg fire stations, to strengthen controls in this area. 			●			
	<ul style="list-style-type: none"> Implement revised terms and conditions for uniformed personnel on iTrent in line with agreed timetable 			●			
	<ul style="list-style-type: none"> Develop and obtain approval for a Business Case process that supports Service Transformation and other key projects 			●			
	<ul style="list-style-type: none"> Implement e-invoicing in line with Scottish Government requirements and timeline 			●			
	<ul style="list-style-type: none"> Deliver agreed projects on the Finance Systems Work plan, in relation to iTrent and TechOne 				●		
	<ul style="list-style-type: none"> Complete and gain approval for the review of SFRS insurance arrangements and implement recommendations 				●		
	<ul style="list-style-type: none"> Complete a review of internal audit and implement recommendations 				●		
	<ul style="list-style-type: none"> Identify appropriate benchmarking opportunities for Finance & Procurement, undertake a review and report results 				●		
	<ul style="list-style-type: none"> Identify appropriate customer service standard for Finance & Procurement, develop a plan and begin working towards achieving best practice 				●		

Description

SFRS has systems and processes in place that enable the organisation to maintain financial stewardship and control over its people assets and financial resources. These systems are continually developed to meet new statutory requirements, improve efficiency, and to extend the functionality available to meet Service needs. Each year the workplan is agreed with key stakeholders and solutions are developed tested and implemented.

STRATEGIC PRIORITY Transformation

T: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Proactively manage our asset base and target investment where it delivers best value	<ul style="list-style-type: none"> Maintain the vehicle fleet, operational equipment and property estate in line with statutory requirements and service standards 				●	Finance & Contractual Services	Corporate Risk 4.2
	<ul style="list-style-type: none"> Gain approval for and Implement Asset Management restructure to better meet service needs 		●				
	<ul style="list-style-type: none"> Achieve project closure for the first phase of the Property Estate – Strategic Intent programme 		●				
	<ul style="list-style-type: none"> Establish and commence a second phase of the Property Estate – Strategic Intent programme 			●			
	<ul style="list-style-type: none"> Conclude planned property sales in line with capital receipt expectations 			●			
	<ul style="list-style-type: none"> Deliver planned capital expenditure for 2017/18 in line with the approved programme 				●		
	<ul style="list-style-type: none"> Deliver ICT planning and implementation work for the second phase of the Property Estate – Strategic Intent programme 				●		
	<ul style="list-style-type: none"> Review of operational fleet and associated equipment 				●		
	<ul style="list-style-type: none"> Obtain SLT approval for Light Fleet Review and implement recommendations 				●		
	<ul style="list-style-type: none"> Put in place appropriate Soft Facilities Management arrangements 				●		
<ul style="list-style-type: none"> Continue to work in partnership with other public bodies to identify and implement asset sharing solutions 				●			

Description

Continue to proactively manage our asset base and target investment to ensure the service meets its requirement to deliver best value, and support the SFRS in delivering its Strategic Plan.

STRATEGIC PRIORITY Transformation

T: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Raise awareness of and strengthen internal SFRS business processes.	• Comprehensively document existing SFRS business processes			●		Finance & Contractual Services	Corporate Risk 7.6
	• Provide corporate access to all processes via the Intranet			●			
	• Establish a targeted programme of process review				●		

Description

The Business Process review has been ongoing since 2016/17 and will continue to document internal processes for improvement and potentially for automation.

T: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Corporate Risk Register
Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery functions	• Support and maintain existing ICT infrastructure in line with agreed Service Level Agreements				●	Finance & Contractual Services	Corporate Risk 7.1
	• Complete implementation of the Wide Area Network (WAN) including VoIP telephony at all SFRS locations		●				
	• Develop and obtain Board approval of the SFRS Digital Strategy 2017-2020			●			
	• Deliver annual ICT Work plan as agreed through the Digital Steering Group				●		
	• Commence implementation of the 'Modern Desktop' across SFRS including windows 10 and Office 365 in line with timescales set out on the Microsoft licensing agreement				●		
	• Commence decommissioning of all legacy systems and infrastructure in line with 2-year timescale				●		
	• Implement security policies and procedures working towards reduction in security risk and towards the ISO27001 standard				●		
	• Continue with planning and preparation activity for the replacement of Firelink with the Emergency Services Network (ESN) in 2020/2021				●		

Description

This action summarises the range of activities to be carried out by ICT in delivery of the Service's ICT requirements in year 2017/18 and on an ongoing basis as a number of projects will carry on into future years.



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SFRS Annual Operating Plan 2017-18

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