



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

EXTENDED ANNUAL OPERATING PLAN 2018/19

April 2019 – September 2019

**Working together
for a safer Scotland**

Introduction

The Annual Operating Plan 2018/19 was produced to support the Scottish Fire and Rescue Service's Strategic Plan 2016 -19 and was developed to align to the six Strategic Priorities outlined in that Plan.

To align with our financial and business planning cycles, it was intended to bring forward the publication of a new Strategic Plan to April 2019. However, in recognition of a number of emerging factors the Board agreed to postpone the publication of a new plan until October 2019.

As a result, the existing Annual Operating Plan has been extended to cover the first six months of this fiscal year (April 2019 to September 2019). Where existing actions have been carried forward, the timescales of the milestones have been updated accordingly. Where additional milestones have been added into an existing action, this has been marked as 'NEW MILESTONE'. In some cases, an action itself has been amended to better reflect current activity, these have been labelled 'UPDATED ACTION'. Any additional actions that have been added have being marked as 'NEW ACTION' for easy reference.

Progress reports will be prepared each Quarter. It can be noted that some milestone due dates extend beyond September 2019, this is to allow for progress of any work carried out in Quarters 1 or 2 to be reported as normal. These will be monitored by the Performance Improvement Forum, Senior Management Team, Strategic Leadership Team and the Board.

From October 2019 onwards, it is anticipated that a three-year Annual Operating Plan Programme will be in place to support the development of future annual plans.

Actions will be reprioritised against the new Strategic Plan and, if appropriate, carried forward through a revised Annual Operating Plan for the remainder of the year (October 2019 – March 2020).

The original version of this document was agreed by the Strategic Leadership Team and Board in April 2019.

Since then, following consolidation of our end of year reporting, this document was updated in May 2019.

Any changes to this document have been made to ensure accuracy and provide an audit thread of all actions and milestones that the Scottish Fire and Rescue Service has committed to undertaking.

Strategic Priority: Improved Local Outcomes

ILO: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop Prevention and Protection Evaluation Policy and associated processes.	Develop staff awareness to ensure evaluation is embedded locally from practitioner to manager level.	●				Prevention and Protection	8 - Failure to maintain confidence in the Service
	Implement Policy and Procedure with associated training materials and guidance documents.	●					

Background: Currently a range of methods are used to evaluate activities and initiatives across the SFRS. Predominantly these are qualitative and don't capture the wider social benefit of the preventative work being undertaken within communities.

By developing an evaluation Policy and Procedure, good practice can be identified and shared, incident data can be analysed along with evaluation outcomes to inform future prevention work and ensure resources are deployed to maximise impact.

Using clear evaluation methods will allow us to assess our activities and interventions to ensure they maximise effectiveness and contribute to improving community outcomes in support of the Scottish Government's priority of reducing inequalities across our society.

ILO: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop risk rating methodology for Fire Safety Enforcement.	Carry out a review of other UK Fire and Rescue Services and produce a report which analyses the approach taken to risk rating and methodology utilised.		●			Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Engage in internal and external consultation on proposed approach.			●			
	Embed revised risk rating methodology within Prevention and Protection Database system and implement agreed approach.				●		

Background: The Fire Safety Enforcement function is delivered through an Enforcement Framework which outlines how the SFRS prioritises its annual Audit Programme. This action will allow SFRS to ensure that the processes for assessing risk ratings of relevant premises is consistent and directs future audit activity based on that assessment of risk.

ILO: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Design and implement revised Fire Investigation (FI) Delivery Model.	Restructure Fire Investigation resources to align with the Off Station Structure Review (OSSR).	●				Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Implement new structure and introduce working arrangements in line with ISO requirements to provide robust, sustainable, consistent and reliable Fire Investigation services across Scotland.		●				
	Align Fire Investigation resources to achieve requirements of ISO 17020.			●			

Background: The current FI delivery model does not meet the recommendations of the OSSR and is currently carrying five Watch Manager salaries that are adversely impacting on the Directorate budget. A restructure provides the opportunity to meet the requirements of the OSSR and also to consider the wider role that FI can play to improve safety for our crews and our communities.

There is also the requirement to gain ISO accreditation by October 2020 under the Forensic Science Regulator and ensure that SFRS' reputation and credibility is maintained in the Criminal Justice system.

ILO: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement initial recommendations emanating from the Scottish Government Ministerial Working Group set up following the Grenfell Tower fire. *NEW ACTION*	Deliver national 'white goods' safety campaign and implement robust internal recording and performance processes.	●				Prevention and Protection	1 - Failure to minimise Communities' exposure to risk and harm
	Support the production of sector specific guidance for high rise domestic premises and associated risk assessment methodology.	●					
	Devise and agree consistent position regarding the storage, removal and enforced prohibition of combustible materials in common areas to be devised and agreed by all relevant stakeholders.		●				
	Design and deliver a national fire safety campaign relative to common areas of multi-occupied domestic buildings.			●			
	Support the production and introduction of Scottish guidance concerning 'Fire safety in specialised housing'.			●			

Background: Following the tragic incident in Grenfell Tower, the Scottish Government Ministerial Working Group (MWG) was established to oversee a review of building and fire safety regulatory frameworks, and any other relevant matters, to help ensure that people are safe in Scotland's buildings.

The MWG established three distinct sub-groups to review and make any recommendations for improvement as required. Subsequently, each sub-group has now reported back to the MWG with a number of short, medium and long term recommendations. The MWG has now ratified and agreed to implement these recommendations.

SFRS has a significant role to play in leading on the delivery of, or directly supporting, the implementation of the agreed actions. Consequently, the actions detailed within this Annual Operating Plan represent the first tranche of recommendations that will require direct SFRS involvement, capacity or leadership.

Strategic Priority: National and Community Resilience

NCR: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Manager (FDM) policies and procedures.	Review and develop FDM staffing policy and procedures.	●				Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
<p>Background: The minimum number of FDMs for Scotland was agreed some time ago and the Flexi Duty Managers Response Policy was developed to provide detail as to how these resources are managed and distributed to maintain efficient Officer cover across Scotland. This includes oversight of Officer skills and attributes and involvement in the selection and promotion process.</p> <p>The Response and Resilience Directorate, working with other Directorates, will continually assess the ongoing suitability of these arrangements and amend policies subject to SLT approval and guidance as necessary. This will also include a review of strategic mobilising location.</p>							

NCR: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop and implement a Warm Zone response for Marauding Terrorist Firearms Attack (MTFA) Incidents. <i>NB - this action will be managed through the Transformation Programme Office.</i>	Publication of Standard Operating Procedure and Control Operating Procedure following final approval.				●	Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Update documentation from learning obtained from MTFA 'No Notice' testing of National Inter-agency Liaison Officer recall to duty.				●		
	Complete MTFA training and distribute MTFA kit to all station personnel once authorisation confirmed from SLT.				●		
	Undertake review of MTFA interim specialist response capabilities for specialist equipment and associated training.				●		
	Conduct a review of the new MTFA response.				●		
<p>Background: 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.</p> <p>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.</p> <p>Uniform terms and conditions have still to be amended and this has had an impact on the delivery of this capability.</p>							

NCR: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver an agreed, updated Chemical, Biological, Radiological and Nuclear (CBRN) response in line with the Scottish Government CBRN Strategy for Scotland and the SFRS CBRN Concept of Operations.	Complete Training Needs Analysis and Asset Refresh Strategy.	●				Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Review audit of all CBRN assets across Scotland and identify replacement strategy for Personal Protective Equipment and associated assets and identified training needs to meet the agreed Concept of Operations.				●		
	Completion of associated risk assessments, Standard Operating Procedures and guidance documents for delivery of Initial and Specialist Operational Response processes.				●		
	Delivery of policy and management guidance in relation to CBRN incidents.				●		
<p>Background: Work has been ongoing to deliver completed Concept of Operations documents for all of the SFRS Resilience workstreams including CBRN.</p> <p>This crucial area of preparedness requires significant national benchmarking work to be undertaken. This will ensure that the SFRS can provide an effective response to CBRN incidents in line with guidance issued by the Scottish Government Security and Counter Terrorism Unit and UK wide best practice.</p>							

NCR: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS.	Continue to work with NRAT to prepare for adoption of ESS and ensure suitable support in place for Community Asset Register (CAR).			●		Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Develop ESS towards pilot testing within SFRS and deliver ESS training and awareness workshops to relevant staff in preparation for live pilot testing.			●			
	Implement a live pilot test of the ESS with Strategic managers, all Operations Controls and Incident Support Rooms.				●		
	Review the pilot testing and continue to develop ESS with NRAT support.				●		
<p>Background: We aim to adopt the National Resilience Assurance Team (NRAT) Electronic Support System (ESS). In conjunction with this, we will continue to develop the capability and assurance elements of the Community Asset Register in line with the revised Project Plan with ICT and business partners.</p>							

NCR: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Plan for the introduction of ESN, giving due consideration to the needs of the SFRS Operational Intelligence project and the capability of hardware.				●	Finance & Contractual Services	1 - Failure to minimise Communities' exposure to risk and harm
	Prepare for the transition from Firelink/Airwave to ESN ensuring that reliable communications can be assured in all areas.				●		
	Engage with the appointed contractor, Systel, regarding the implications of ESN with Command and Control Mobilising System Project.				●		
	Provide regular updates to the recently established Emergency Services Mobile Communication Programme (ESMCP) Board.				●		
	Continue engaging with emergency service partners and Scottish Government to ensure SFRS is prepared for ESN implementation in future years.				●		
	Develop a high level plan in preparation for implementation when ESN timescales are known.				●		

Background: The SFRS has relied on Firelink/Airwave for communications between Control Rooms, fire appliances and officers for many years.

The ESMCP is a long standing UK Government Programme to replace the existing blue light communications provision across the three emergency services in the UK. This Programme has seen considerable delays and the Programme timescales are under review.

Utilising the mobile phone network, coverage is to be provided by EE and will require significant infrastructure upgrades in Scotland. The new Command and Control Mobilising System and the new Operational Intelligence system will both be affected by the change from Firelink/Airwave to ESN. This work will be coordinated with relevant Directorates including People and Organisational Development and Response and Resilience.

NCR: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure SFRS's operational response preparedness is robust to deal with the challenges brought about by the EU exit.	Ensure robust civil contingencies are in place and aligned with partner organisations.		●			Response and Resilience	1 - failure to minimise Communities' exposure to risk and harm
	Ensure robust staffing and resilience arrangements are in place for potential increased operational activity.		●				

NEW ACTION

Background: As preparations are being made for the UK to withdraw from the European Union, the Scottish Government has identified potential risks which may impact on the continuity of our services.

Strategic Priority: Modernising Response

MR: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Design and successfully implement a new Command and Control Mobilising System (CCMS). <i>NB - this action will also be managed through the Transformation Programme Office.</i>	Migrate agreed data into the new CCMS supporting Data Centres. Factory Acceptance Testing of the new CCMS.	●				Response and Resilience	1 - Failure to minimise Communities' exposure to risk and harm
	Agree User Training Plan with Systel. Preparation for deployment of system and go live. Site Acceptance Testing and whole chain communications. User Acceptance Testing for CCMS and OC function. Final validation of CCMS on site.	●					
	Deliver user training as per the Implementation Plan with OCs to be specified in order. Finalise User Acceptance Testing for CCMS and OC function.				●		
	Deliver ongoing user training for new CCMS as per the Implementation Plan. Perform OC cut over for agreed OC as per the Implementation Plan (ongoing user training and cut overs will continue into 2019/20).				●		
	Provide ICT Project Management.				●		
	ICT contribution as required including delivery of pre-implementation activity, testing and implementation in three OCs.				●		

Background: A great deal of work has already been undertaken in merging the eight legacy Control Rooms in Scotland into our three Regional Operations Control (OCs).

All three OCs are now operational and after awarding the contract, the project will move on to the design and introduction of the new Command and Control Mobilising System.

This project will be fully supported by the ICT Team.

MR: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Review and implement improvements to enable more effective management of uniformed staffing.	●				Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Review and make recommendation for overall responsibility of management of uniformed staffing.	●					
	Review and implement protocols to update Kronos and Gartan systems for managing uniformed staffing.		●				

Background: Reviewing the effectiveness of the current Common Duty System for operational staff is key to ensuring an effective operational readiness model across Scotland.

MR: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Develop installation programme for docking stations and embed the new OI System nationally.	●				Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	All legacy systems to be carefully managed and maintained until replacement with the new OI System.	●					
<p>Background: The new OI system has been in development for over two years, with major decisions already taken in relation to software, hardware and vehicle installations. We are nearing the end of a national rollout ensuring all legacy systems are maintained effectively to ensure continued firefighter safety.</p>							

MR: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Develop the During Incident Process, including guidance for the OA role at incidents.		●			Response and Resilience	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Implement and manage a new electronic OA system.		●				
<p>Background: Operational Assurance is a vital component in the analysis of pre-incident preparedness, during incident performance and post incident debrief information, with a primary aim to improve performance and ensure firefighter safety.</p> <p>The core role of the OA Team is to review and assure all aspects of operational learning across SFRS in order to influence future practices and improve performance. The output from OA is focussed on learning from what we do, improving our policies, procedures, training and equipment with a view to developing safer practices to ultimately improve firefighter safety.</p>							

Strategic Priority: Workforce Development

WD: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Relocate main seat of East Service Delivery Area centralised training to Newbridge.* *A delay in securing a permanent power supply for the site has resulted in an unforeseen construction delay. Resolution of this issue lies with a third party and, as such. End dates cannot be provided until this work has been carried out.	Undertake periodic engagement with staff affected by the relocation.					People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Schedule training onto Newbridge Site. Training programmes to align with available on-site facilities after "Phase One" handover.						
	Relocate staff and instructional equipment into Technical Support and Road Traffic Collision buildings.						
	Commence delivery of scheduled training across the available on-site facilities after "Phase One" handover.						
	Schedule training onto Newbridge site. Training programmes to align with available on-site facilities after "Phase Two" handover.						
	Commence delivery of scheduled training across the available on-site facilities after "Phase Two" handover.						

Background: A major capital investment has commenced to build a bespoke training facility at Newbridge. Whilst the construction project is being managed through a Project Board chaired by the Director of Financial and Contractual Services, there is a requirement to relocate existing Training and Employee Development staff from both Thornton and McDonald Road training venues into the new location. There is also a requirement, as the new facilities come on-line, to plan, schedule and transfer training from existing facilities onto the new site in order for the previous locations to be decommissioned.

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

WD: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Introduce Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 2 of 3 Programme. *NEW ACTION*	Launch first three modules of 2019/20 – 1 Core / 2 supporting.	●				People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Conclude development of 3 x Quarter 2 Module Build, Upload & Testing – 1 Core / 2 Supporting	●					
	Conclude development of 3 x Quarter 3 Module Build, Upload & Testing – 2 Core / 1 Supporting		●				
	Conclude development of 3 x Quarter 4 Module Build, Upload & Testing – 1 Core / 2 Supporting.			●			
	Conclude development of 1 x Quarter 1 2020/21 Module Build, Upload & Testing – 1 Supporting.				●		
	Review Year 2 FDM TfOC programme.				●		

Background: TfOC for firefighters, supervisory managers and control staff are currently in place and offer a method of delivering an assurance of competency across the broad range of subjects which are required for these roles. This requirement exists equally for middle and strategic managers. The version of TfOC being developed aims to deliver similar assurances for this group of staff. Modules will be developed in a phased quarterly basis over the 36 month cycle of the TfOC program to make these achievable for delivery by the requisite Training Families leads.

WD: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme. *UPDATED ACTION*	Design and deliver a Foundation Programme for up to 48 new entrants. *NEW MILESTONE*	●				People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Design and deliver a Foundation Programme for up to 84 new entrants. *NEW MILESTONE*		●				

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

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

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

WD: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement the recommendations from the TED Training Review Report. *NEW ACTION*	Identify recommendations to be implemented.	●				People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Develop a programme of works to progress implementation.		●				

Background: The Training and Employee Development Review has produced a series of recommendations across six key lines of enquiry. Those recommendations will be presented to SLT and strategic direction sought in relation to which recommendations will be progressed to implementation. The progression and implementation of recommendations will deliver an opportunity to improve both training efficiency and performance, thereby improving both firefighter and public safety.

WD: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver and regularly review the Workforce and Strategic Resourcing Plan in support of the SFRS Strategic Plan, Financial Strategy and Service Transformation Programme for 2019/20.	Review Workforce Planning and Resourcing processes to ensure efficient and effective delivery of the Workforce and Strategic Resourcing Plan.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Continue to support the Leadership Development Programme and implementation of Development Centres.				●		

Background: The Workforce and Strategic Resourcing Plan 2018-21 and Resource Plan 2019-20 have been approved.

The Resourcing Plan will remain dynamic in line with Service Delivery Area / Directorate requirements and Service Transformation.

Throughout 2019/20, the Executive, Strategic and Middle Manager Development Programmes will be delivered, both seeking to build upon SFRS plans to up-skill managers and enable effective succession planning.

WD: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review collective bargaining arrangements and deliver pay reward and benefits framework. *NEW ACTION*	Produce documentation that sets clear parameters around bargaining mechanisms.		●			People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Implement Employee Self Service for expenses.		●				
	Implement Service Transformation Terms and Conditions.				●		
	Deliver Finance/HR Systems Workplan for 2019/20.				●		
Background: In order to progress transformation, it is essential that clear parameters are set around collective bargaining arrangements. There will be challenges to maintain harmonious employee relations against the backdrop of setting these parameters. This has the potential to impact all transformation streams where negotiation is required.							

WD: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Co-ordinate, progress and report on the "Balancing the Workforce Profile Plan" aimed at attracting and retaining applicants from diverse backgrounds.				●	People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
Background: The 'Balancing the Workforce Profile Plan' has been approved and progress will be reported throughout 2018/19 and 2019/20. The Plan incorporates the Positive Action Review Plan, Equal and Gender Pay Gap Action Plan and Youth Employment Strategy.							

WD: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Coordinate the development and progress of national and locally owned action plans resulting from the recent staff survey. *NEW ACTION*	Provide advisory support for a series of Senior Management led staff discussions/workshops to discuss feedback and develop action plans from local results.	●				People and Organisational Development	6 - Failure to have in place a suitably skilled, engaged and flexible workforce, ensuring capacity, to deliver service priorities
	Prepare and publish a national action plan to address most significant results.	●					
	Publish suite of local action plans.	●					
	Report on the progress of agreed national and local action plans.				●		
Background: In September 2018, SFRS launched its first Staff Survey to provide our people with the opportunity to share their views about working for SFRS and how things could be done differently to create the best working environment.							
Results were analysed by an external provider and staff suggestions were reviewed by the SFRS HROD team, with a range of result reports subsequently published. Responsibility for holding staff focus groups and the development of local action plans to address the feedback has been devolved to Service Delivery Areas, Directorates, and Operations Control.							

WD: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Ensure compliance with employment legislation and the application of efficient working practices.	Continue to develop new Human Resources Organisational Development (HROD) policies and procedures that enable service delivery and comply with employment legislation.				●	People and Organisational Development	5 - Failure to ensure Legal Compliance is maintained
	Support the delivery of effective HR/Payroll solutions, including more efficient content on systems and better access to employee information.				●		
	Continue to implement and fully embed a quality management system within HROD that enables an environment of continuous improvement.				●		

Background: Plans to create new HROD Policies, procedures and processes, and to review existing ones have been in place throughout the period of reform and there is a need to continue with these to ensure that policies comply with employment legislation and are efficient. In particular, the processes that support HROD policies and procedures require to be more readily accessible, effectively promoted and succinct.

The Quality Management System, which follows the principles of ISO 9001(2015), will report progress on these aims and also invite third party feedback in order to build a culture of continuous improvement within the function.

Work to progress new iTrent modules is at scoping stage. Future requirements will be determined in conjunction with Finance colleagues.

WD: Action 10	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement Job Analysis and Evaluation based on ongoing SFRS requirements *NEW ACTION*	Implement coaching and supporting processes related to Job Evaluation role assignment to be delivered to HR Business Partners to enhance understanding and build resilience.				●	People and Organisational Development	5 - Failure to ensure Legal Compliance is maintained
	Review the current Job Evaluation Scheme and report on potential impact on the pay and grading structure.				●		

Background: The Support Staff Pay and Reward Framework has now been in place since 2015, and a review has been commissioned by the SLT, with particular reference to job design/evolution over the past four years.

Failure to review this and address inconsistencies could present issues with attraction and retention, and could give rise to equal pay claims/employment law issues.

WD: Action 11	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop, implement and embed mental health and resilience strategies to best support the mental wellbeing of SFRS staff. *UPDATED ACTION*	Establish SFRS post incident support services.		●			People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Publish mental health resources.				●		
	Develop resilience training package.				●		
	Promote a culture of positive attitudes and behaviours in relation to mental health.				●		

Background: Following the completion of the Best Value Review of Occupational Health and Fitness Services in 2016, Health, Safety and Wellbeing (HSW) have undertaken a further review of the legacy counselling and post incident support services. Following approval, HSW have undertaken a procurement exercise to harmonise these services across SFRS.

In addition, HSW aim to develop a suite of mental health resources including the development of a resilience training package designed to raise awareness and promote mental health and wellbeing.

WD: Action 12	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop, implement and embed firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements. *AMENDED ACTION*	Implement revised firefighter fitness assessment arrangements. *NEW MILESTONE*		●			People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Review arrangements for rehabilitation and physiotherapy services. *NEW MILESTONE*		●				
	Implement targeted lifestyle intervention based programmes. *NEW MILESTONE*				●		
	Establish lifestyle tools and resources.				●		
	Establish SFRS physiotherapy services.				●		

Background: In 2018, Health Safety and Well-being (HSW) implemented a movement screen which aims to reduce the incidence of musculoskeletal (MSK) injuries across SFRS. Moving forward into 2019-20, HSW will implement the outcomes of a review of our physiotherapy services.

WD: Action 13	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop and facilitate the completion of the SFRS, Service Delivery Area and Directorate Health and Safety Improvement Plans.	Develop SFRS Annual Plan 2019/20 and associated Directorate/Service Delivery Area Plans.	●				People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Engage with business partners to assist in the completion of Annual Health and Safety Plans.				●		
	Provide performance reports on progress of SFRS/Directorate/Service Delivery Area Health and Safety management.				●		

Background: An SFRS Annual Health and Safety Plan is developed to promote collective legislative compliance, whilst recognising the differing needs of Directorates/Service Delivery Areas, and ensuring a synergy in approach and efficiency in the use of Health and Safety resources.

Formal business partner arrangements are in place between the Health and Safety Function and business partners to progress the Annual Plans.

Quarterly performance reports are monitored via the National Health and Safety Board, with risk owners accountable for the progress made against their plans.

WD: Action 14	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System (HSMIS). *UPDATED ACTION*	Deliver familiarisation sessions.	●				People and Organisational Development	8 - Failure to maintain confidence in the Service
	Launch new HSMIS.	●					
	Work with ICT to develop additional modules in line with the project plan. *NEW MILESTONE*		●				
	User testing of new modules. *NEW MILESTONE*		●				
	Launch new modules across SFRS *NEW MILESTONE*			●			

Background: An electronic HSMIS, currently RIVO Safeguard, is in place across SFRS.

Following a presentation to the Digital Steering Group in December 2016, a decision was taken for Health, Safety and Wellbeing to work with ICT to develop and implement a fully electronic data entry modular system. This will reflect SFRS' procedures, templates, policy and statutory requirements e.g. risk assessments and manual handling. It will also support a library of Health and Safety management arrangements which reflect SFRS documents and procedures that require no data entry and will automatically generate a notification based on a review date.

WD: Action 15	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Engage with business partners to assist in the development of the Directorate/ Service Delivery Area implementation plan.	●				People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Produce progress report on the implementation of the framework document				●		
NEW ACTION							

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

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

Implementation of the Framework will commence in 2019-20.

WD: Action 16	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implement improved procedures to reduce the risks from exposure to contaminants.	Engage with business partners to assist in the completion of the implementation plan.	●				People and Organisational Development	2 - Failure to Protect the Health, Safety and Wellbeing of Firefighters and other employees
	Produce progress report on the implementation of the associated action plan.				●		
NEW ACTION							

Background: The Management of Contaminants Working Group was established to determine technical, procedural and cultural solutions required to mitigate the risk of SFRS personnel and any others who may be affected by the actions of SFRS personnel being exposed to contaminants which may impact on the wellbeing of those involved.

Strategic Priority: Governance and Social Responsibility

GSR: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Prepare a new Strategic Plan for the period 2019-22.	Prepare a draft Strategic Plan 2019-22.	●				Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Conduct a public consultation on Strategic Plan.		●				
	Seek approval of finalised Strategic Plan and lay before Parliament.		●				

Background: Section 112 of the Police and Fire Reform (Scotland) Act 2012 requires the SFRS to prepare and publish a Strategic Plan every three years.

The Strategic Plan details how the Service will deliver against the priorities set out in the Fire and Rescue Framework for Scotland and sets the policy and resources framework within which the SFRS will operate, informing funding decisions and providing the basis for performance and financial monitoring. It sets the scene for communicating a shared vision and for building on the partnerships that are necessary for working together to improve community outcomes.

GSR: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop a 3-year Annual Operating Plan Programme to fully support the delivery of the new Strategic Plan 2019-22.	Facilitate a senior management workshop to identify key actions.	●				Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Prepare 3-year Programme.		●				
	Seek approval of 3-year Programme.			●			
NEW ACTION							

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

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

GSR: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Review the SFRS Performance Management Framework (PMF) and agree a revised suite of performance measures to ensure robust scrutiny of progress against the Fire and Rescue Framework and the new Strategic Plan 2019-22.	Conduct a review of the existing PMF against new outcomes and objectives.		●			Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Develop a suite of key performance indicators to support robust scrutiny.		●				
	Seek approval of revised PMF.			●			
NEW ACTION	<p>Background: The Performance Management Framework provides information on how we will manage performance. This includes listing the corporate measures and indicators we will use to assess how well we are doing. These measures are aligned to the six priorities of the Strategic Plan 2016-19.</p> <p>As preparations continue to replace this Plan by October 2019, it is timely to reassess the performance measures we will use against a renewed strategic focus.</p>						

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

GSR: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021. *NEW ACTION*	Completion of Prevention and Protection Peer Review Project.	●				Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Completion of Aberdeen and Moray HFSV Partnership Development Review.		●				
	Completion of the Operational Intelligence Improvement Review.		●				
	Completion of Business Intelligence Review.			●			
	Completion of Station Standard Project				●		
	Completion of Overtime Staffing Project.				●		
	Development and implementation of Service Improvement (SI) Training.				●		

Background: To support the SFRS in being a high quality continuously improving public service, the Service Improvement Team will provide support and guidance for a variety of projects across the SFRS during Year 2 of the Service Improvement Programme.

Following analysis an Improvement Action Plan will be created for each Project Lead to progress and complete to ensure working practices, policies and procedures are efficient, effective and fit for purpose.

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

GSR: Action 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Prepare a Sustainability Framework.	Conduct research and develop draft Framework.	●				Strategic Planning, Performance and Communications	8 - Failure to maintain confidence in the Service
	Conduct internal consultation and seek approval of draft Framework.	●					
	Publish approved Sustainability Framework.		●				

Background: The aim of this Framework will be to demonstrate our sustainability through delivery of economic, social and environmental benefits. It will outline our commitment to social responsibility and identify appropriate measures from which to monitor our positive contributions to society.

Many SFRS functions do, or have the potential to, contribute to our sustainable performance. Through a coordinated effort these can be mapped and clearly communicated within a corporate Framework.

This work will also facilitate enhanced sustainability performance reporting, which is a requirement within our Annual Report and Accounts.

GSR: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Continue to develop and strengthen our Board governance arrangements *UPDATED ACTION*	Review the Board Development Away Days to enhance Board member effectiveness. *NEW MILESTONE*	●				Strategic Planning, Performance and Communications	7 - Failure to maintain effective systems of control
	Review Internal Audit of Committees Report and Recommendations. *NEW MILESTONE*	●					
	Using our Code of Corporate Governance review the effectiveness of our governance arrangements.		●				
	Develop a platform to streamline Board communications and access to key documents.		●				
	Review Board member appraisals to identify common themes and areas to develop and strengthen Board skills and knowledge. *NEW MILESTONE*		●				

Background: Good corporate governance is fundamental to any effective organisation and is at the heart of good public services and everything we do.

Through the delivery of these milestones we aim to develop and strengthen our corporate governance to the highest possible standards.

Through providing a more eco-friendly platform to streamline Board effectiveness this could realise savings both financial and through more efficient use of time for both Board members and their support networks.

We believe these milestones will contribute to improved Service delivery and ultimately, better outcomes for the local communities of Scotland.

The principles 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'.

GSR: Action 8	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements. *UPDATED ACTION*	Complete 2018/19 Annual Accounts in accordance with year-end timetable and secure clean audit certificate. *NEW MILESTONE*			●		Finance and Contractual Services	4 - Failure to ensure Financial Sustainability
	Maintain robust budget monitoring and forecasting processes for 2019/20 Resource and Capital Budgets. *NEW MILESTONE*				●		
	Deliver efficiency savings in 2019/20 through spend to save initiatives. *NEW MILESTONE*				●		
	Develop and obtain Board approval for 2020/21 Resource and Capital Budgets. *NEW MILESTONE*				●		
	Ensure all financial transactions are processed timeously and accurately, in line with agreed performance indicators. *AMENDED MILESTONE*				●		
	Review and report on the Risk Management Framework. *AMENDED MILESTONE*				●		
	Develop and improve compliance team structure including verification. *NEW MILESTONE*				●		
Procure internal audit service and manage transition. *NEW MILESTONE*				●			

Background: Each year the Scottish Government provides SFRS Grant in Aid (Resource and Capital Budget) to deliver our service in line with the Fire and Rescue Framework and SFRS Strategic Plan. The financial management of these resources is closely monitored and reported to SLT and the Board. Our Annual Report and Accounts is produced, audited and published in accordance with public sector requirements and Accounting Standards.

GSR: Action 9	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness. *UPDATED ACTION*	Directorates have developed action plans for business continuity for 2019/20.			●		Finance and Contractual Services	- Failure to minimise Communities' exposure to risk and harm
	Directorates have a business continuity plan in place for 2019/20.				●		
	Provision of assurance in the development of Directorate business continuity plans reviewed quarterly. *NEW MILESTONE*				●		

Background: SFRS faces the risk of service disruption through unexpected and significant events, for example flu pandemic, key supplier failure, IT failure or severe weather conditions. As part of our resilience, business continuity plans are developed to prepare a response to these types of unexpected events and facilitate advanced actions to minimise impacts.

GSR: Action 10	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Develop and implement a Carbon Management Plan for SFRS.				●	Finance and Contractual Services	5 - Failure to ensure Legal Compliance is maintained
<p>Background: In August 2017 the Board approved an updated Environmental Policy and Objectives for 2017-2020. These actions are aimed at implementing the agreed Objectives.</p>							

GSR: Action 11	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Complete actions required by Scottish Government Cyber Resilience Action Plan including accreditation to Cyber Essentials standard.		●			Finance and Contractual Services	7 - Failure to maintain effective systems of control
	Complete accreditation to Cyber Essentials Plus standard.		●				
<p>Background: SFRS has become a Cyber Catalyst in response to the Scottish Government's Cyber Resilience Action Plan. Governance and project management has been put in place and further technical activity as outlined above will take place to ensure SFRS meets the relevant standards defined by Scottish Government.</p>							

GSR: Action 12	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Raise awareness of and strengthen business processes enhancing overall systems of control. <i>NB - this action will be managed through the Transformation Programme Office.</i>	Review learning from Phase 1 and define next steps				●	Finance and Contractual Services	7 - Failure to maintain effective systems of control
<p>Background: An initial project phase has been approved and is being monitored through the Programme Office.</p> <p>The project objective is to carry out business improvement analysis within Asset Management and HR, whilst utilising the intranet redesign to improve information available to staff. The learning from this project will support and influence the corporate Process Improvement work being undertaken to develop and fully implement Process Improvement within SFRS.</p>							

GSR: Action 13	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
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.	Gather an accurate catalogue of all SFRS artefacts within the Museum of Fire collection.		●			Response and Resilience	8 - Failure to maintain confidence in the Service
	Plan an effective museum layout within the new premises at McDonald Road fire station.		●				
	Safely store artefacts and maintain them as necessary whilst the new premises are developed.		●				
<p>Background: 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 McDonald Road Fire Station, thereby keeping the museum within its home city.</p> <p>Extensive work is being undertaken at this location to make it fit-for-purpose and artefacts are currently being stored within our Maddiston facility. A layout is being planned which will allow artefacts to be displayed effectively, within a community learning environment that promotes safe access and improved engagement opportunities for the public.</p>							

GSR: Action 14	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Development of associated General Data Protection Regulations (GDPR) policies, procedures, guidance documentation to ensure legal compliance.	Develop full inventory of Information Sharing Protocols to be published on iHub to assist in further partnership working across Scotland.		●			Strategic Planning, Performance and Communications	5 - Failure to ensure Legal Compliance is maintained
<p>Background: The EU General Data Protection Regulation (GDPR) represents a significant change in the data protection compliance regime for data controllers and data processors including SFRS.</p> <p>The exercise of proper control and management of personal data is fundamental to ensure, and be able to demonstrate, compliance with the GDPR. Taking a positive approach and embracing the changes will improve records management, customer trust and business opportunities.</p> <p>The new regulations place a greater focus on accountability which means, in addition to being compliant with data protection principles, organisations will have a duty to document what they do with personal data. This will include having a register of all processing, documenting policies and procedures, and ensuring there are appropriate records in relation to information sharing practices, privacy impact assessments and breach management.</p>							

GSR: Action 15	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Implementation of the recommendations of the Legal Services Review.	Procure external legal firm/s.	●				Strategic Planning, Performance and Communications	5 - Failure to ensure Legal Compliance is maintained
	Recruit a Legal Services Team.		●				
	Develop a Training Plan for Client departments.		●				
	Build an in-house infrastructure including workflows, templates, a library and guidance.			●			
	Develop a Legal Services section on the iHub to provide access to guidance documents and contacts.			●			

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

Achieving Best Value for Legal Services will specifically include:

- Ensuring that the SFRS complies with its statutory and governance duties;
- Ensuring the SFRS is at the forefront of Scottish and UK wide legislative changes or proposals;
- Representing the SFRS within national legal bodies;
- Carrying out benchmarking and ensuring best practice;
- Prioritising earlier legal intervention in order to prevent legal disputes arising;
- Ensuring legal knowledge and experience is maintained within SFRS;
- Lowering organisational legal risks;
- Pursuing long term legal savings for SFRS and not just the Legal Services' Budget.

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

Strategic Priority: Transformation

T: Action 1	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery. *UPDATED ACTION*	Implement the "Modern Desktop" across SFRS.	●				Finance & Contractual Services	7 - Failure to maintain effective systems of control
	Deliver annual ICT Workplan for 2019/20 as agreed through the Digital Steering Group. *NEW MILESTONE*				●		
	Complete decommissioning of legacy systems and infrastructure.				●		

Background: The Digital Steering Group approves the annual ICT Workplan, which is prioritised on strategic and operational criteria to ensure ICT resources are aligned to the most critical activities to support the Service.

The Modern Desktop project will deliver Windows 10 and Office 365 to all SFRS locations, including any required hardware and infrastructure upgrades/replacements. As well as bringing improved performance and functionality to users the implementation will ensure compliance with the Microsoft Enterprise Licensing Agreement.

The Decommissioning Project will ensure all systems and infrastructure that has been replaced, upgraded or is surplus to requirements is fully and appropriately decommissioned and any cost savings identified.

T: Action 2	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation. *UPDATED ACTION*	Complete Annual Procurement Report for 2018/19. *NEW MILESTONE*		●			Finance & Contractual Services	5 - Failure to ensure Legal Compliance is maintained
	Deliver the Procurement Workplan for 2019/20. *NEW MILESTONE*				●		
	Complete and agree a three year Workplan for procurement with Corporate Procurement Steering Group and publish externally. *AMENDED MILESTONE*		●				
	Complete the Procurement Strategy and Procurement and Commercial Improvement Programme assessment by Scottish Government and undertake improvement actions. *AMENDED MILESTONE*				●		

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

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

T: Action 3	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Proactively manage our asset base and target investment where it delivers best value.	Conclude the sale of the surplus property at Mounthooley in line with capital receipt expectations.		●			Finance & Contractual Services	4 - Failure to ensure Financial Sustainability
	Develop and gain approval for a corporate Asset Management Strategy.		●				
	Develop and gain approval for a business case to develop a West Asset Resource Centre.				●		
	Continue to work in partnership with other public bodies to identify and implement asset sharing solutions.				●		
	Maintain the vehicle fleet, operational equipment and property estate in line with statutory requirements and service standards.				●		
Background: The Asset Management Liaison Board has been established as an Executive Board to support the effective management of assets, to enable service delivery, in line with our Asset Management Strategy.							

T: Action 4	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Enhance Service Improvement guidance to support process review/redesign. *UPDATED ACTION*	Review of Scottish Government's Foundations Improvement Training package to ensure it is fit for purpose. *NEW MILESTONE*	●				Strategic Planning, Performance and Communications	
	Compare the Foundation Training package course content against current LCMS modules/guidance. *NEW MILESTONE*	●					
	Engage with key stakeholders on finalised guidance.		●				
	Publish enhanced guidance on the Service Improvement intranet page.		●				
Background: Existing Service Improvement guidance and toolkits provide staff with relevant guidance underpinning support provided by the Service Improvement Team.							
This guidance is part of a suite of information which includes LCMS modules explaining Service Improvement activities. This guidance will be reviewed against the Scottish Government's Foundations Improvement Training package and enhanced.							

T: Action 5	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
<p>Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.</p> <p><i>NB - this action will be managed through the Transformation Programme Office.</i></p>	Work closely with the SFRS Service Redesign Team in developing a new High Reach Strategy for Scotland.	●				Response and Resilience	3 - Failure to deliver Service Transformation
	Align the recommendations from the Review of Specialist Equipment with any proposed developments and changes as a result of Service Redesign.		●				
	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.		●				
	Work closely with Service Redesign to evaluate and assess the options in terms of new firefighting techniques, equipment and vehicles.		●				
	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.		●				

Background: The Response and Resilience Directorate are responsible for maintaining an effective operational response and routinely assess the existing 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 6	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
<p>Develop Transformation Programme Delivery Plan.</p> <p>*NEW ACTION*</p>	Identify the scope of the Delivery Plan.	●				Strategic Planning, Performance and Communications	3 - Failure to deliver Service Transformation
	Develop a Delivery Plan [High Level Blueprint] to provide direction to stakeholders.		●				
	Develop a critical pathway process to assist with the communication of interdependencies to key stakeholders; and overall management of project milestones and outcomes.		●				
	Develop Change Management arrangements to support the introduction of key activities.		●				
	Quality Assure the Delivery Plan proposals with Scottish Government’s Programme and Project Management Centre of Excellence.			●			

Background: A Service Transformation High Level Plan has been developed to provide direction on the organisation’s change aspirations.

A supporting Delivery Plan is to be created to provide additional direction on this matter, and to highlight the necessary steps required to implement the various objectives detailed within the High Level Plan.

T: Action 7	Milestone	Q1	Q2	Q3	Q4	Lead Directorate	Link to Strategic Risk
Develop Transformation Programme Benefits Realisation Plan. *NEW ACTION*	Host a benefits workshop event to ensure all project outcomes and benefits align to the agreed High Level Plan long-term benefits.	●				Strategic Planning, Performance and Communications	3 - Failure to deliver Service Transformation
	Create benefits profile statements for each project and link to long-term benefits.	●					
	Develop a Benefits Realisation Plan to assist with the tracking and management of project and long-term benefits.		●				
	Embed benefits realisation arrangements within the organisation's Performance Management System.			●			
	Quality Assure all benefits realisation proposals with the Scottish Government's Programme and Project Management Centre of Excellence.			●			
Background: The development of a Benefits Realisation Plan will assist the Scottish Fire and Rescue Service to ensure the necessary plans, structures, governance arrangements and processes are in place to successfully realise the core benefits of each project and overarching Service Transformation Programme.							

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

www.firescotland.gov.uk

SFRS Revised Annual Operating Plan 2018/19

Version 0.3 May 2019