

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN 2023/24

April 2023 – March 2024

Safety. Teamwork. Respect. Innovation.

Introduction

To strengthen Scottish Fire and Rescue Service's (SFRS) business planning arrangements, and to ensure that our primary statutory responsibilities as directed by the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012 and by the Fire (Additional Function) (Scotland) Order 2005 are met, the Service creates an Annual Operating Plan.

Our Annual Operating Plans detail the work we will carry out that year to contribute to the delivery of our Strategic Plan and achieve more for the people of Scotland.

The Annual Operating Plan 2023/24 has 20 actions that will be carried out throughout this reporting year. These actions have been proposed to ensure that continuous improvement of our services is achieved for the communities we serve. These actions and the key aspects of the work to be undertaken will enforce our commitment to build national and community resilience, to develop our workforce, modernise our response and improve local outcomes, governance and social responsibility arrangements.

The Annual Operating Plan 2023/24 has been structured to show the actions we will take to achieve the seven outcomes set within the [Strategic Plan 2022-25](#), see below. Although work for Directorates may naturally fall into just one of the key areas below, it is important to note that no single Directorate is responsible for the sole delivery of any of the Strategic Outcomes.

- **Outcome 1** – Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
- **Outcome 2** – Communities are safer and more resilient as we respond effectively to changing risks.
- **Outcome 3** – We value and demonstrate innovation across all areas of our work.
- **Outcome 4** – We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
- **Outcome 5** – We are a progressive organisation, use our resources responsibly and provide best value for money.
- **Outcome 6** – The experience of those who work for SFRS improves as we are the best employer we can be.
- **Outcome 7** – Community safety and wellbeing improves as we work effectively with our partners.

The Annual Operating Plan 2023/24 is made up of fundamental improvement actions. Many of these actions are considerably wide-ranging and substantial in scale, and as such, there will be a requirement to carry these forward into future years for completion with tasks undertaken in phases to ensure necessary scrutiny and forward planning. Progression of actions during this specific operating period will be demonstrated through the achievement of specific key milestones. Only those milestones scheduled to commence in this operating period have been included within this Plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Monitoring Performance

Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Corporate Risk and Performance Report. Reports are shared with the Strategic Leadership Team and the SFRS Board for scrutiny and/or noting.

The Annual Operating Plan 2023/24 will remain flexible ensuring that if new, unexpected priorities arise, the Plan can be amended to reflect these business-critical matters.

If the Plan is required to be amended throughout the 2023/24 financial year, an updated version will be presented to the Board for approval and subsequently published on the website with changes clearly highlighted.

Business as Usual Activity

The Annual Operating Plan complements the many “business as usual” (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services. Although not included in the Annual Operating Plan, these activities require significant resources from each of our Directorates. The planning processes implemented when developing this Plan, however, ensure that the Annual Operating Plan is flexible enough that it can be delivered alongside our BAU activities.

Each day, our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort are expended in making sure our crews and commanders are sufficiently prepared, trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with national and local groups, businesses and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In carrying out our day-to-day business, we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public through various accessible communication platforms, which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day-to-day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health, safety and wellbeing support arrangements to ensure that our people feel safe, valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

Portfolio Office

As well as our BAU activity and the Annual Operating Plan actions that follow, key change and improvement projects will also be progressed during the year. These projects will be managed and scrutinised through our Portfolio Office arrangements.

A review of Portfolio governance effective as of April 2023 established the Change Portfolio Investment Group (CPIG), responsible for alignment of change to strategy, investment prioritisation, initiative selection and acceptance of change into the portfolio, along with the allocation of resource at the time of project initiation.

Progress of projects and programmes within the Portfolio will be overseen by the Change Portfolio Progress Group (CPPG) and scrutinised by Change Committee. Decision making will be supported by a new Design Authority responsible for assuring solution design, architectural fit and deliverability of initiatives.

The list on the following page indicates what projects are progressing this year, the project scope and due date. This list is current as at April 2023 and may be revised during the year:

Outcome	Programme/Function	Project	Programme/ Project Scope	Start Date	Due Date
2 – Response	On Call Improvement Programme	Attraction & Recruitment Improvements	To promote and enhance the Service's ability to attract and recruit potential candidates to the role of On Call firefighter whilst refining our processes and improving the candidates' experience.	Nov-21	Jun-23
	On Call Improvement Programme	Responding Options & Duty System Relationships	To improve the flexibility and effectiveness of all our On Call resources to enhance the service we provide to communities whilst providing additional agile working solutions.	Nov-21	Jun-23
	On Call Improvement Programme	Variable Contract Options & Station Establishments	Creation of an improved reward framework that appropriately remunerates On Call employees, enhances flexibility in contractual arrangements and improves appliance availability which positively impacts on our ability to attract, recruit and retain On Call firefighters; and to support the ability to improve availability of our On Call appliances and better inform our recruitment needs.	Nov-21	Jun-23
	Service Delivery Model Programme	Demand Based Watch Duty Systems	Identification of more efficient alignments between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Mar-24
	Service Delivery Model Programme	Community Risk Index Model	To deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. The model, which has been academically reviewed, will provide a metric at data zone level, including societal, economic, built and natural environment risk factors.	May-19	Mar-24
	Service Delivery Model Programme	Station and Appliance Review	To identify where and how the distribution of community fire stations and pumping appliances	May-19	Mar-24

			can be rebalanced to provide a more efficient, harmonised and risk-based delivery of services		
	Strategic Portfolio	CCF Phase 2 New Mobilising System (NMS)	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of the organisation in terms of improving Firefighter and community safety. Phase 1 of the project completed the integration of the eight Operations Controls into three. The focus of the project will be on the delivery of the New Mobilising System project outcomes, whilst ensuring resilience across our Operations Control Rooms.	Jan-14	Estimated Dec-25
4 – Climate Change	Strategic Portfolio	Low Carbon Emission Vehicle	To provide technical specification for a low carbon appliance that meets the minimum safety and quality standards for SFRS pumping appliances and equipment. Hold a tender exercise and award a contract to build a fully equipped prototype appliance for a proof of concept exercise with outcomes based on agreed success and benefits criteria. This will be completed in full consultation and partnership working across all internal and external stakeholders including end user engagement from the earliest opportunity. The outcomes and lessons learned from the proof of concept shall inform SFRS and other UK Fire and Rescue Services on the viability of alternatively fuelled appliance types and the suitability for our business needs to provide our front-line services and any further roll out.	Apr-20	Mar-24
6 – Best Value	Strategic Portfolio	McDonald Road Redevelopment	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern	Apr-17	May-23

		and Museum of Fire	fire station, City of Edinburgh Local Senior Officer headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.		
	Strategic Portfolio	People, Payroll and Finance	To develop and progress through governance a business case for a fully integrated solution that meets functional and business needs. The business case will set out the benefits for SFRS including efficiencies, improved access for managers to business data, improved business reporting, an improved user experience and creation of business capacity through the automation of processes.	Apr-21	Jun-23
	Strategic Portfolio	Rostering	To develop and progress through governance the business case for a solution that will implement new ways of working for the Service's rostering that is characterised by more efficient processes. This will be underpinned by new application(s) that are inherently more integrated and that remove the need for duplication of effort and maintenance of workarounds.	Jan-22	Jun-23
	Strategic Portfolio	West Asset Resource Centre	To deliver a modern, fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located at the National HQ and Training Centre site.	Aug - 20	Jul-23
	Strategic Portfolio	iHub	To deliver new website and intranet platforms fit for the future and content management systems for both. Tasks will include a review of content, knowledge transfer and training, and the capability to measure performance, health and engagement of the Website and Intranet.	Apr-22	Mar-24

	Strategic Portfolio	Strategic Service Review Programme	To guide the Service in aligning the Service's objectives in adherence with the Funding Envelope available whilst making efficiency and cashable savings in working towards achieving the Service objectives.	Apr-23	Estimated Mar-27
7 – Partnership	Strategic Portfolio	Emergency Services Mobile Communications Programme (ESMCP)	To plan and implement the transition from Airwave to the Emergency Services Network (ESN) within the stated timescales, ensuring that the operational impact to SFRS is minimised. This work will also ensure full integration of the ESN to the new mobilising system and all associated back office systems. It involves the replacement of all communications equipment in Operations Control, community fire stations and appliances as well as FDO handheld terminals.	May-19	Dec-26

Annual Operating Plan 2023/24

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

SO1: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review SFRS Fire Safety Enforcement (FSE) arrangements.	Undertake a full review of the SFRS Fire Safety Audit Procedure and Guidance taking cognisance of any amendments required to incorporate the National Fire Chiefs Council Risk Based Inspection Program (RBIP) Framework and emerging Risk Rating Methodologies.	Apr-23	Sep-23	Service Delivery (Prevention and Protection)	SR1
	Develop a robust and consistent Communications Strategy to promote FSE initiatives and safety messages.	Apr-23	Dec-23		
	Review all documentation relating to Fire Safety Enforcement to develop a culture across FSE that ensures consistency and a standardised approach.	Apr-23	Mar-24		
	Design and review of Prior Learning programme and prepare associated costings, ensuring all staff meet the required standard to undertake their duties as a Protection Officer with SFRS.	Apr-23	Mar-24		
	Undertake a holistic review of prevention and protection development pathway, from Trainee Firefighter to Strategic Manager, which will incorporate relevant elements National Fire Chiefs Council competency framework.	Oct-23	Mar-24		
Purpose: To ensure we maintain legislative compliance and provide a training framework ensure the competency of enforcement officers and improve engagement with stakeholders.					

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.

SO2: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the SFRS Training Strategy 2020-25.	Review and align the SFRS Training Strategy 2020-25 with the new SFRS Strategic Plan 2022-25 through engagement with our staff and key stakeholders.	Apr-23	Sep-23	Training, Safety & Assurance	SR3, SR5
	Develop, in collaboration with our stakeholders, a clear Training Vision Statement, aligning with the SFRS Long Term Vision.	Apr-23	Sep-23		
	Develop existing and explore further collaboration opportunities with partners for training and exercising.	Apr-23	Mar-24		
Purpose: To ensure we train as effectively and efficiently as possible and explore opportunities with our partners in order to improve Firefighter and community safety.					

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement replacement digital fireground radios.	Carry out a pilot exercise of new digital fireground radios.	Apr-23	Jul-23	Service Development (ICT)	SR6
	Commence first phase of the digital fireground radio rollout programme in Aberdeen City, Aberdeenshire and Moray and City of Edinburgh (500 radios).	Jul-23	Sep-23		
	Commence second phase of the digital fireground radio rollout programme (500 radios).	Oct-23	Dec-23		
	Commence third phase of the digital fireground radio rollout programme (500 radios).	Jan-24	Mar-24		
Purpose: Research and development has taken place to confirm the strategy of replacing SFRS current analogue fireground radios with digital radios to enhance reliability and contribute to Firefighter safety.					

SO2: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Ensure that the Service delivery model is flexible to reflect the differing needs of local communities.	Deliver the High Reach Appliance disposition.	Mar-23	Aug-23	Service Delivery (Operations)	SR1, SR6
Purpose: To embrace a flexible, innovative and inclusive approach to service delivery and resilience planning, ensuring response resources and crewing arrangements are aligned to current and future risks.					

Outcome 3: We value and demonstrate innovation across all areas of our work.

SO3: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review the SFRS Training Delivery Model to identify opportunities to improve our people’s safety and wellbeing.	Implement a new agile approach to our Training Needs Analysis, based on the SFRS Target Operating Model.	Apr-23	Jun-23	Training, Safety & Assurance	SR5
	Explore innovative technologies, to enhance our Training Delivery options.	Apr-23	Mar-24		
	Introduce a new Training Delivery and Skills Maintenance Framework.	Jun-23	Mar-24		
	Review our Training for Operational Competence program, supporting individual ownership of skills maintenance, aligning with local based risk profile.	Jun-23	Mar-24		
	Review our Incident Command training and assessment standards, methodologies and pathway, supporting decision-making processes.	Jun-23	Mar-24		
Purpose: To identify and seek areas we can operate innovatively to ensure we continue to improve in all areas of training as possible.					

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

SO4: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review where and how we deliver training, reducing our own environmental footprint, ensuring our training continues to incorporate best practice to enhance response to weather related incidents.	Explore opportunities to reduce the impact on the environment and carbon emissions as a result of our approaches towards Training Delivery.	Apr-23	Mar-24	Training, Safety & Assurance	SR1
	Continue to evaluate course content and incorporate new developments and best practice to ensure our response to extreme weather incidents continues to evolve.	Apr-23	Mar-24		
Purpose: To ensure we continue to train our people to respond whilst also looking for opportunities to reduce our carbon emissions and how we delivery training as close to the point of need.					

SO4: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Year 4 of our Carbon Management Plan.	Obtain grant funding from Scottish Government.	Apr-23	Sep-23	Asset Management	SR4, SR7
	Fill vacant posts within the Property section.	Apr-23	Jul-23		
	Deliver projects in line with the Carbon Management Plan.	Apr-23	Mar-24		
Purpose: In accordance with the SFRS Environmental Policy and Energy and Carbon Strategy 2020-2030, fire station design standards will take account of the whole life cost of our buildings, whilst reducing energy consumption and carbon emissions and contributing to the 6% per annum carbon reduction target.					

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money.

SO5: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	In conjunction with Multi Factor Authentication (MFA), enhance the current M365 conditional access policies to control all devices and apps that connect to our M365 data and enforce our organisational policies.	Apr-23	Mar-24	Service Development (ICT)	SR6
	Carry out first bi-annual testing exercise of the Cyber Security Incident Plan.	Jul-23	Sep-23		
	Carry out second bi-annual testing exercise of the Cyber Security Incident Plan.	Jan-24	Mar-24		
Purpose: Cyber threats to SFRS continue to develop and require continuing vigilance, controls and awareness to protect SFRS systems and infrastructure. This action aims to introduce measures that minimise the opportunity for cyber-attacks, including the use of technical controls within the ICT function and the provision of training to all staff to ensure that they can identify cyber security risks and know how to report them.					

SO5: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop and Publish the SFRS Asset Management Strategy.	Review and update the Risk Based Investment Strategy (RBIS).	Apr-23	Jul-23	Asset Management	SR3, SR4, SR6, SR7
	Gain approval and publish the Strategic Asset Management Plans for Fleet, Property and Equipment.	Apr-23	Mar-24		
	Achieve the International Organisation for Standardisation (ISO) 55001 Asset Management Accreditation.	Oct-23	Mar-24		
Purpose: To provide assurance on the Asset Management function with regards to asset investment decisions and the management of risk. This will also provide a document that will detail the capital investment needs of the Service which are aligned to our future vision and the SFRS Strategic Plan.					

Outcome 6: The experience of those who work for SFRS improves as we are the best employers we can be.

SO6: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Provide the best training development opportunities and working environment for all our people.	Carry out a review on how the Training Function obtain, analyse and act on feedback from students in order to improve the overall training experience.	Apr-23	Mar-24	Training, Safety & Assurance	SR8
Purpose: To provide the best training and development opportunities for all our people to ensure they have the right mix of knowledge and skills.					

SO6: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Support and monitor the assessments of risks associated with identified hazards and develop and implement effective and appropriate mitigations.	Identify areas for improvement within risk assessments in SFRS and develop a programme of work to collaborate with business partners and confirm consistency in approach and standard to ensure legislative compliance.	Apr-23	Jun-23	Training, Safety & Assurance	SR4
	Engage with business partners to develop, maintain and review SFRS assessments, as required.	Jun-23	Mar-24		
Purpose: To enhance safety risk management within SFRS. Safety hazards and risks continuously emerge and should be mitigated to ensure Firefighter safety and for SFRS to demonstrate legislative compliance.					

SO6: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Lead and Implement the Contaminants Project throughout SFRS to reduce exposure to fire contaminants.	Finalise Contaminants Management Arrangement with the aim of safeguarding firefighters from harmful carcinogenic substances.	Apr-23	Oct-23	Training, Safety & Assurance	SR4, SR7
	Implement Contaminants Management Arrangement.	Oct-23	Mar-24		
	Finalise Contaminants Policy & Operational Guidance.	Apr-23	Oct-23		
	Implement Contaminants Policy & Operational Guidance.	Oct-23	Mar-24		
	Progress implementation of the Contaminants Action Plan.	Oct-23	Mar-24		
Purpose: To safeguard firefighters from harmful carcinogenic substances and implement an action plan that results in a practical and positive influence on our firefighter's safety and welfare.					

SO6: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Reduce Exposure to Contaminants within Operational Response.	Review existing Standard Operating Procedures, documentation, policy and procedure in relation to contaminants.	Apr-23	May-23	Service Delivery (Operations)	SR1, SR6
	Implement learning for Contaminants Working Group in Operational Policy and Response.	May-23	Nov-23		
Purpose: To mainstream behavioural, cultural and organisational change to ensure the protection of our personnel.					

SO6: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Promote a positive safety culture with the aim of fostering effective safety management implementation through the Health and Safety Management System.	Deliver the Safety Culture Survey and analyse the Safety Culture results.	Jul-23	Sep-23	Training, Safety & Assurance	SR1
	Publish the new Safety and Assurance Culture Strategy.	Oct-23	Dec-23		
	Develop a Safety and Assurance Strategy Implementation Plan.	Jan-24	Mar-24		

Purpose: To deliver an objective measure of SFRS safety culture – the ‘*way things are done*’ when it comes to health and safety. It will provide the foundations to continually improve and raise standards. The benefits of conducting a safety culture are expected to reduce event rates, increase number of near misses and increase safety communications across all levels of the organisation.

SO6: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Modernise our property estate including improvements on dignified facilities and contaminant control.	Undertake and complete dignified facilities and contaminant control upgrade works at Inverness Community Fire Station.	Apr-23	Oct-23	Asset Management	SR4, SR7
	Progress design works and identify new location for Blackness Road Community Fire Station.	Apr-23	Mar-24		
	Undertake and complete dignified facilities and contaminant control upgrade works at Salen Community Fire Station.	Apr-23	Mar-24		
	Gain design and planning approval for dignified facilities and contaminant control upgrade works at Galashiels, Dingwall and Newcraighall Community Fire Stations.	Apr-23	Mar-24		

	Progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.	Apr-23	Mar-24		
<p>Purpose: As we evolve the SFRS asset portfolio, we will work towards maximising the standardisation of assets. We recognise the impact that the working environment can have on our wellbeing and we will work to ensure that all employees have workplaces that are not only safe and secure but that promote dignity and wellbeing.</p>					

SO6: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
<p>Review and take actions to enhance SFRS' workplace Culture.</p>	Engage with colleagues and senior leaders to understand how they relate to SFRS' Values and what positive, inclusive workplace behaviours mean to them, identifying any opportunities to enhance our current Values and Behaviours.	Apr-23	Aug-23	People	SR5
	Develop and agree an action plan to promote and embed positive, inclusive workplace behaviours.	Apr-23	Sep-23		
	Implement the agreed Values & Behaviours Action Plan.	Jun-23	Mar-24		
	Review and further develop SFRS approaches to Equality, Diversity and Inclusion and Positive Action to improve the diversity of the Service	Aug-23	Dec-23		
<p>Purpose: To develop and sustain a positive workplace culture within SFRS where all colleagues feel a sense of inclusion and belonging and are treated with dignity and respect.</p>					

SO6: Action 8	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and enhance the approach to building Management Capability.	Review current SFRS management capability using performance and development data and stakeholder insights.	Apr-23	Jun-23	People	SR5
	Engage with senior leaders and stakeholders to identify actions and priorities to enhance management capability and confidence.	Apr-23	Jun-23		
	Design the Management Capability Framework and approach, including development of resources and assets.	Jun-23	Aug-23		
	Rollout Framework on an iterative basis, improving resources and responding to stakeholder feedback.	Sep-23	Mar-24		
Purpose: To support managers at SFRS to build the skills and acquire the tools they need to build high performing teams, in a positive culture, while supporting colleague health and wellbeing.					

SO6: Action 9	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Plan and deliver SFRS' Colleague Engagement Survey	Develop and agree the Engagement Survey project plan.	Apr-23	Jul-23	People	SR5
	Identify and onboard survey platform and analysis provider through appropriate procurement route.	Jul-23	Dec-23		
	Develop, agree and implement communication and engagement plan to support survey participation.	Sep-23	Mar-24		
	Roll out survey to all colleagues.	Mar-24	Mar-24		
Purpose: To provide a platform that allows open and honest feedback back between SFRS and our people.					

SO6: Action 10	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Review of Strategic Risk Register by Strategic Leadership Team.	Apr-23	Sep-23	Finance and Procurement	SR7
	Rollout Power BI Risk Dashboard and undertake stakeholder engagement to enable development of the tool.	Apr-23	Sep-23		
	Develop and implement a strategic risk appetite statement.	Apr-23	Sep-23		
	Rollout direct access to Power BI tool to enable monthly update capability.	Apr-23	Mar-24		
Purpose: The Risk Management Framework forms part of the Service's overarching governance arrangements and, aligned to other assurance processes, provides assurance that the significant risks impacting upon the organisation are identified, managed and subject to scrutiny.					

Outcome 7: Community safety and wellbeing improves as we work effectively with our partners.

SO7: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore, through the Reform Collaboration Group (RCG)¹, integration and collaboration activities.	Reform Collaboration Group to develop and agree Programme of Work, including a review into sharing of services between Police Scotland and SFRS, as well as wider collaboration opportunities.	Apr-23	Sep-23	Strategic Planning, Performance and Communications	SR3, SR6, SR7
	Police Scotland and SFRS to commission external consultancy support to develop an outline business case regarding the sharing of services between Police Scotland and the SFRS.	Apr-23	Jun-23		

¹ The Reform Collaboration Group is made up of the Scottish Fire and Rescue Service, Scottish Ambulance Service, Police Scotland, and the Scottish Police Authority; and each organisation is responsible for its own contributions to the output of the RCG Work Programme.

	Appointed consultants to develop outline business case and report to the Reform Collaboration Group.	Jun-23	Sep-23		
	Implementation of agreed Reform Collaboration Group Work Programme (2023/24).	Sep-23	Mar-24		
	SFRS and Police Scotland to consider outputs of the consultancy outline business case and recommendations.	Oct-23	Nov-23		

Purpose: To improve outcomes for the people of Scotland through collaborative work with partners. As part of ongoing Reform Collaboration Group, which aims to pursue collaboration and innovation opportunities, SFRS, working with Police Scotland, will investigate potential service sharing options in support of Public Service Reform. Wider collaboration opportunities, including further co-location opportunities, will also be considered for progression via the Group.

Appendix 1: Strategic Risks Table²

Strategic Risk	Risk Description
SR1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.
SR2	Ability to reduce the number of Unwanted Fire Alarm Signals and associated occupational road risk.
SR3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value.
SR4	Ability to ensure legal and regulatory compliance.
SR5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
SR6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.
SR7	Ability to deliver a high quality, sustainable service within the funding envelope.
SR8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.
SR9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.

² The above Strategic Risks are correct as of April 2023. It is expected that these risks will be amended in July 2023 at which time this document will be updated to reflect the new Strategic Risks.