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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

19 May 2023

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

You are invited to attend a special meeting of the Scottish Fire and Rescue Service Board as follows:

Date: Thursday 25 May 2023

Time: 1430 hours

Venue: Braidwood Suite, Scottish Fire and Rescue Service Headquarters, Westburn Drive, Cambuslang, G72 7NA / Conference Facilities

The business for the meeting is detailed overleaf.

Should you require any other information, please contact Group Commander Kevin Murphy on 07780 468734, Heather Greig on 07824 307616 or Debbie Haddow on 07341 880523.

Yours sincerely

Kirsty L. Darwent

KIRSTY DARWENT
Chair

Please note that the meeting will be recorded for minute taking purposes only.



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 25 MAY 2023 @ 1430 HOURS
BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

4 DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5 PERFORMANCE MANAGEMENT FRAMEWORK 2023/24 (attached) M McAteer

The Board is asked to approve the report.

6 ANNUAL OPERATING PLAN 2023/24 (attached) M McAteer

The Board is asked to approve the report.

**7 INTERNAL AUDIT PLAN 2023/24 (attached) B Baverstock/
J Thomson**

The Board is asked to approve the report.

8 DATE OF NEXT MEETING
Thursday 29 June 2023

Please note that the meeting will be recorded for minute taking purposes only.

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PRIVATE SESSION

- 9 **OPERATIONAL CHANGE CONSIDERATION 2023-24** *(attached)* *D Farries/
D Lockhart*
The Board is asked to scrutinise the report.
- 10 **NEW MOBILISING SYSTEM UPDATE** *(verbal)* *D Lockhart*
This verbal report is for Information only.
- 11 **LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE
SERVICE** *(attached)* *J Thomson*
The Board is asked to approve the report.
- 12 **LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE
SERVICE** *(attached)* *J Thomson*
The Board is asked to approve the report.
- 13 **COLLABORATION SCOTTISH FIRE AND RESCUE SERVICE AND
POLICE SCOTLAND** *(attached)* *J Thomson*
This report is for information only.

Please note that the meeting will be recorded for minute taking purposes only.

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service

Report No: **B/SPPC/07-23**Agenda Item: **5**

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MAY 2023						
Report Title:	PERFORMANCE MANAGEMENT FRAMEWORK 2023/24						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to present members of the Scottish Fire and Rescue Service (SFRS) with the Performance Management Framework (PMF) 2023/24 for decision.						
2	Background						
2.1	The first PMF, approved by the Board in March 2018, was developed to improve and strengthen performance management arrangements. On approval, it was agreed that the PMF would be subject to annual review.						
2.2	The review for the 2023/24 iteration of the document took place between December 2022 and February 2023 to consider the content of the narrative report and the corporate performance measures included within it to ensure the Framework aligns to the new Strategic Plan 2022-25; remains fit for purpose; and to identify areas for further improvement.						
3	Main Report/Detail						
3.1	The PMF 23/24 was presented to the SFRS Board on 27 April 2023 for scrutiny and some minor amendments were requested to be made to the document. The amended Performance Management Framework 2023/24 is attached at Appendix A .						
3.2	The most notable change in this version is a re-structure of content that allows the reader to review the Corporate Performance Measures and additional sources of assurance earlier in the document.						
3.3	Language changes have also been made to provide clearer links to the Strategic Outcomes; and to ensure realistic wording is used throughout. Minor amendments to some indicators have also been made.						
3.4	Once the content of the PMF has been approved by the SFRS Board, a designed version of the document it will be shared across the Service and published on iHub and the Website.						
3.5	The full list of quarterly Corporate Performance Measures will be reported on from 01 April 2023 to the SFRS Board. These will be supplemented in an annual report with the additional annual measures which have been identified within the Performance Management Framework 2023/24.						

3.6	Future Development
3.6.1	There were suggestions for further development made at the Board meeting on 27 April that were not able to be actioned this year. This included the inclusion of indicators to measure: the effectiveness of our prevention work; staff perception; project management; and inequality. Discussions also took about a single planning document that would incorporate a number of different aspects of our business. We will work in developing these issues in the next iteration of the PMF.
3.6.2	Board members are also asked to note that where indicators are marked for 'reduce' this year a % target will be added for 2024/25 onwards. This first year will provide us with more information on what appropriate % targets would be required.
4	Recommendation
4.1	SFRS Board members are invited to: <ul style="list-style-type: none"> • Review the content of the Performance Management Framework, Appendix A • Approve the document for publication
5	Key Strategic Implications
5.1	Risk
5.1.1	The Performance Management Framework provides us with the means to monitor our performance, analyse data and drive improvement and, in turn, should positively impact upon each of the Strategic Risks.
5.2	Financial
5.2.1	There are no financial implications arising from the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications arising from the recommendations of this report.
5.4	Workforce
5.4.1	The purpose of the Performance Management Framework is to strengthen performance management and drive the improvement of our workforce. As well as driving improvement which will impact on our workforce and their tasks, this document also provides them with the strategic overview of how their actions impact and contribute to the overall performance of the Service.
5.5	Health & Safety
5.5.1	There are no health and safety implications arising from the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications arising from the recommendations of this report.
5.7	Training
5.7.1	There are no training implications arising from the recommendations of this report.
5.8	Timing
5.8.1	Subject to approval, the updated performance indicators will be reported from Quarter 1 (April to June) 2023/24.
5.9	Performance
5.9.1	The purpose of the PMF is to strengthen performance managements arrangements and drive improvement. The document details how we set our targets and how we monitor our progress against these throughout the reporting year.

5.10 5.10.1	Communications & Engagement The existing PMF, published on the iHub and SFRS website, will be replaced by the updated version following approval.	
5.11 5.11.1	Legal The revision of the Performance Management Framework meets our commitments to providing best value.	
5.12 5.12.1	Information Governance A Data Protection Impact Assessment is not required.	
5.13 5.13.1	Equalities An Equality Impact Assessment is not required.	
5.14 5.14.1	Service Delivery It is anticipated that the Performance Management Framework will drive improvement across the Service. Any improvement activities identified through the PMF should positively impact upon the delivery of our Services to the communities of Scotland.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the revised Performance Management Framework 2023/24 to the SFRS Board for decision.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The Performance Management Framework is reviewed by the Business Intelligence Team and data owners on a yearly basis to ensure that our performance processes and the Corporate Performance Measures included remain relevant and drive performance across the Service. Regular reporting throughout the year also ensures that we can track our performance and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A – Performance Management Framework 2023/24	
Prepared by:		Louise Patrick, Strategic Planning and Performance Coordinator; Chris Fitzpatrick, Business Intelligence and Data Services Manager
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Performance
Presented by:		Mark McAteer, Director Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
The review and publication of the Performance Management Framework contributes to Strategic Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		

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Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Good Governance Board</i>	<i>15 February 2023</i>	<i>For information</i>
<i>Senior Management Board</i>	<i>15 February 2023</i>	<i>For information</i>
<i>SRS Board Strategy Day</i>	<i>23 February 2023</i>	<i>For information</i>
<i>Senior Management Board</i>	<i>15 March 2023</i>	<i>For recommendation</i>
<i>Strategic Leadership Team</i>	<i>5 April 2023</i>	<i>For recommendation</i>
<i>Good Governance Board</i>	<i>26 April 2023</i>	<i>For information</i>
<i>SFRS Board</i>	<i>27 April 2023</i>	<i>For decision (not approved)</i>
<i>SFRS Board</i>	<i>25 May 2023</i>	<i>For decision</i>

**Strategic Planning, Performance
and Communications**



PERFORMANCE MANAGEMENT FRAMEWORK 2023/24

Safety. Teamwork. Respect. Innovation.

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Introduction

Our Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. The PMF also provides the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Plan Outcomes.

It describes the processes we use and the tools available to support us in achieving the priorities set by Scottish Ministers in the [Fire and Rescue Framework for Scotland 2022](#) and the seven Strategic outcomes set out in our [Strategic Plan 2022-25](#).

As well as driving the reporting of performance data and providing our suite of Key Performance Indicators, we hope that our Framework is a valuable tool for our staff and one that keeps them interested, informed, involved and inspired. The Framework aims to help us to work together to:

- to deliver against the Strategic Plan 2022-25 and its seven Strategic Outcomes
- better understand the demands which are driving our services
- guide evidence-led decisions about what we need to do to keep improving
- achieve continuous improvement through better understanding
- be open and transparent in how we are performing.

The PMF is reviewed regularly to ensure the measures we have identified and the targets we have set within remain relevant. This informs evidence-led decision making and communicates performance against changing operating landscapes.

Additionally, when a revised Strategic Plan is published, a formal review is instigated to ensure full alignment with any new strategic outcomes set. This iteration of the PMF is the result of the publication of the SFRS Strategic Plan 2022-2025 which was published in October 2022.

Performance Management in Scotland

We have a duty to work with other public services to contribute to the Scottish Government's Purpose, the [National Performance Framework \(NPF\)](#), and the aims set within [the Vision for Justice in Scotland](#).

The Fire and Rescue Framework 2022 supports us to deliver against the NPF and the Vision for Justice in Scotland. It sets out our operating context and provides us with Scottish Government's seven priorities. The Framework also defines the SFRS organisational purpose as:

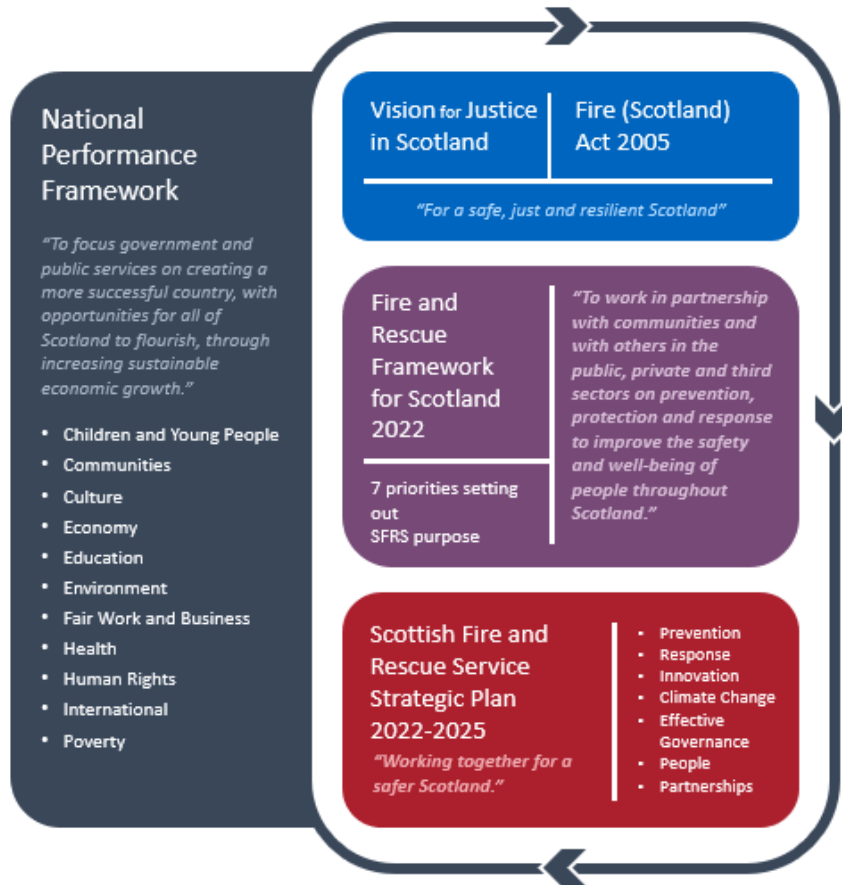
“To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland.”

Our Strategic Plan 2022-25 outlines seven Outcomes that we aspire to achieve:

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 to the public.
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.

These Outcomes complement, and are structured against, the priorities of the Fire and Rescue Framework for Scotland 2022.

Below we set out how our 'performance golden thread' connects the NPF through to our Strategic Plan outcomes:



Our Corporate Performance Measures

To deliver on our seven Strategic Plan Outcomes we deploy a range of quantitative performance measures that are mapped against our Strategic Plan Outcomes. We review these measures on an annual basis and where change is required or a new measure needs developed we seek Board approval for this. Each measure draws upon robust data that we have available to us and where we develop new measures we only do so where we can access similarly robust data to populate the measure. This iterative improvement process is intended to ensure that our PMF remains live to our needs in assessing our performance and supporting the effective scrutiny of the Service by the SFRS Board. Where an outcome has no specific measure attached to it we will use the additional sources of assurance outlined in the next section to assess performance in this area. We will also seek to develop where we can appropriate quantitative measures to measure progress against these outcomes.

Progress against the full suite of Corporate Performance Measures are reported directly to the SFRS Board on a quarterly basis, and this is supplemented by year to date reporting to add further context.

We also report to Committees of the Board where further information and analysis on the measures is provided.

The table below lists each of our performance measures including those where we set an appropriate improvement target. Where there is no specific target set against a measure we actively track performance against it to help ensure our expectations for improvement are still achieved.

Our Corporate Performance Measures

Outcome 1: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.				
Ref	Indicator	Frequency	Target/Direction of Travel	Additional Scrutiny Routes Service Delivery Committee
1	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Quarterly	Reduce against previous year	✓
2	Number of deliberate primary fires	Quarterly	Reduce against previous year	✓
3	Number of refuse and vehicle fires by motive	Quarterly	Reduce against previous year	✓
4	Number of fire fatalities by property type	Quarterly	Reduce against previous year	✓
5	Number of fire casualties by property type	Quarterly	Reduce against previous year	✓
6	Number of Home Fire Safety Visits conducted	Quarterly	50,000 (annually)	✓
7	% of Home Fire Safety Visits conducted for vulnerable groups	Quarterly	Increase against previous year	✓
8	% Home Fire Safety Visits from partner referrals	Quarterly	Track (2023/24 tracking is required to set a baseline)	✓
9	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)	✓
10	Number of accidental dwelling fires by severity type	Quarterly	Reduce against previous year	✓
11	% of accidental dwelling fires classed as 'High Severity'	Quarterly	Reduce against previous year	✓

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Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.					
Ref	Indicator	Frequency	Target/Direction of Travel	Additional Scrutiny Routes	
				Service Delivery Committee	People Committee
12	Total number of incidents attended	Quarterly	Track	✓	
13	Number of non-refuse secondary fires	Quarterly	Reduce against previous year	✓	
14	Response times by Service Delivery Area	Quarterly	Reduce against previous year	✓	
15	Call Handling Times by Service Delivery Area	Quarterly	Reduce against previous year	✓	
16	On Call first appliance availability	Quarterly	Increase against previous year	✓	
17	Wholetime appliance availability	Quarterly	% compliance against confidence levels	✓	
18	Number of inspections carried out in line with Operational Intelligence Framework	Quarterly	Track	✓	
19	Number of audit actions arising from Operational Assurance processes	Quarterly	Track	✓	
20	Number of hydrant inspections carried out	Quarterly	Track	✓	
21	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	Quarterly	Reduce against previous year	✓	
22	% of completion of Operational Core Skills modules against training requirement ¹	Quarterly	95%		✓
23	% of completion of Advanced, Support and Emerging Risks Modules against training requirement	Quarterly	95%		✓

¹ Training programme is determined by the Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.

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24	% completion of Flexi Duty Officers against training programme ²	Quarterly	95%		✓
25	% of completion of Incident Command currency following National Training Standards ³	Quarterly	91%		✓
26	% of completion of Core Skills currency following National Training Standards	Quarterly	73%		✓
27	% of completion of Specialist Rescue currency following National Training Standards	Quarterly	92%		✓
28	% of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan	Quarterly	95%		✓
29	Training Function Course Delivery (Candidate Satisfaction %)	Quarterly	95%		✓
30	Number of incidents attended at the request of other agencies	Quarterly	Track	✓	
31	Number of effect entry/exit incidents attended	Quarterly	Track	✓	

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

There are currently no Corporate Performance Measures for Outcome 3. Instead we measure this through narrative reporting. You can find out how we do this on page 14 (Additional Sources of Assurance).

² Training programme is determined by the Training for Operational Competence Framework which cover Flexi Duty Officers.

³ National Training Standard courses focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel in core and specialist skills.

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Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.				
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes
32	Organisational carbon emissions	Quarterly	Reduce annually by 6%	-
33	Carbon Management Plan 2020-25 Project Funding (Actual) vs Estimated Required Funding	Quarterly	100% of estimated funding	-
34	Recycling rate	Quarterly	Increase annually by 5%	-

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.					
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes	
				Audit and Risk Assurance Committee	Change Committee
35	Number of Cyber Security Breaches	Quarterly	0	✓	
36	% of subject access requests responded to within the statutory timescales	Quarterly	95%	✓	
37	Number of Data Breaches	Quarterly	0	✓	
38	% of FOIs responded to within statutory timescales	Quarterly	95%	✓	
39	Number of confirmed frauds	Quarterly	0	✓	
40	% of invoices paid in 30 days	Quarterly	98%	✓	

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41	% Service Desk incidents resolved within Service Level Agreement ⁴	Quarterly	85%	✓	
42	% Service Desk requests resolved within Service Level Agreement	Quarterly	85%	✓	
43	Portfolio Office baseline completion dates vs latest forecast dates	Quarterly	Less than 10% slippage from baseline completion date		✓
44	Portfolio Office baseline cost vs forecast completion costs	Quarterly	Less than 5% slippage from baseline cost		✓
45	Portfolio Office cashable benefits realised	Quarterly	Increase between reporting period		✓

⁴ The ICT Service Level Agreement contains five different categories of resolution time ranging from 1 day to 40 days.

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Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.				
Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes People Committee
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model by staff group	Quarterly	Track	✓
47	% staff vacancies	Quarterly	Track	✓
48	% staff turnover	Quarterly	Track	✓
49	% staff absence	Quarterly	Reduced against previous year	✓
50	Number of incidents in which there was a verbal attack on a firefighter	Quarterly	Reduced against previous year	✓
51	Number of incidents in which there was a physical attack on a firefighter	Quarterly	Reduced against previous year	✓
52	Number of RIDDOR reportable injuries	Quarterly	Reduce against previous year	✓
53	Number of accidents and injuries	Quarterly	Reduce against previous year	✓
54	Number of near miss events	Quarterly	Track	✓
55	Number of vehicle accidents	Quarterly	Reduce against previous year	✓
56	Completion of Health and Safety Improvement Plans	Quarterly	100%	✓

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

Ref	Indicators	Frequency	Target/Direction of Travel	Additional Scrutiny Routes
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ANNUAL REPORTING

The following Corporate Performance Measures will also be included in annual reporting:

Ref	Indicators	Frequency	Target/Direction of Travel	Outcome	Additional Scrutiny Routes	
					Audit and Risk Committee	People Committee
57	% of light fleet that are Ultra Low Emission Vehicles	Annually	100%	4	-	-
58	Average age of Heavy Fleet	Annually	12 years and below	5	✓	
59	Average age of Light Fleet	Annually	6 years and below	5	✓	
60	% of Community Fire Stations in good or satisfactory condition	Annually	1% increase against previous year	5	✓	
61	% of Community Fire Stations in good or satisfactory suitability	Annually	1% increase against previous year	5	✓	
62	Gender balance	Annually	Increase proportion of female staff	6		✓
63	% of staff choosing to disclose their demographic equalities data to the Service	Annually	Increase against previous year	6		✓
64	Savings achieved as a % of Resource budget for year	Annually	3.5% for 2023/24	5	✓	
65	Total Budget Outturn vs agreed funding (RDEL & CDEL)	Annually	Track	5	✓	

Additional Sources of Assurance

In addition to using quantitative performance measures we also seek to build our understanding of our performance achievements through additional assurance mechanisms. This additional layer of assurance is built up from a wide range of reports and action plans that track performance against key activities we undertake in delivering our Strategic Plan Outcomes.

This more qualitative source of information is of equal value to our performance data and measures. It allows us to demonstrate in more depth our achievements and improvements in meeting our Strategic Plan Outcomes in the round. This is a key source of information that supports the active scrutiny of our performance by the SFRS Board and Executive team. As with our performance measures we also seek to improve the information contained within these reports and action plans over time to ensure their ongoing relevance to demonstrating our performance and in supporting effective scrutiny.

Below we set out the wide range of reports and action plans we use to provide this additional layer of assurance.

Outcome 1: Community Safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Community Safety Engagement Thematic Action Plans (internal resource) • Community Safety Engagement Planning and Evaluation Policy and Procedure (internal resource) • Community Safety Engagement Toolkit (internal resource) • Community Safety Engagement Evaluation Hub (internal resource) • Fire Safety in the Home Self-Assessment Tool 	<ul style="list-style-type: none"> • Safe and Well Project • Home Fire Safety Visit Programme • SFRS Website • Practical Fire Safety Guidance for Existing High-Rise Domestic Buildings • Fire Safety Enforcement (Protection) Framework for Scotland 2021
NPF Contribution: Children and Young People, Communities, Economy, Education, Health and Poverty	

Outcome 2: Communities are safer and more resilient as we respond effectively to changing risks.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Quarterly KPI Performance Reports • Official Statistics • Operations Strategy • Service Delivery Model Programme (in development) • Community Risk Index Model (in development) • Operational Assurance Recording and Reporting System (internal resource) • Training Strategy • Member of the Scottish Multi-Agency Training and Exercise Unit • Community Asset Register 	<ul style="list-style-type: none"> • Community Risk Index Model • Asset Management Strategy • Wildfire Strategy • Emergency Services Network project • Command and Control Mobilising System Project • Transport Strategy • UFAS Guidance for Dutyholders (website) • Incident Response Procedure
NPF Contribution: Children and Young People, Education, Communities, Environment, International, Human Rights, Poverty	

Outcome 3: We value and demonstrate innovation across all areas of our work.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • SFRS Innovation Strategy (in development) • Reform Collaboration Group Strategy • SFRS Working in Partnership Report • Membership of Innovation Exchange Collaboration Group • SFRS Asset Management Strategy • Digital Strategy 	<ul style="list-style-type: none"> • Business Intelligence Strategy • Quarterly KPI Performance Reports • Business Intelligence Strategy • Operations Strategy • SFRS Innovation Strategy (in development)
NPF Contribution: Economy, Environment, Fair Work and Business	

Outcome 4: We respond to the impacts of climate change in Scotland and reduce our carbon emissions.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Sustainability Report (Annual Report and Accounts) • Carbon Management Plan 2020-25 • Climate Change Response Plan 2045 • Energy and Carbon Strategy 2020-30 • SFRS Asset Management Strategy 	<ul style="list-style-type: none"> • Strategic Asset Management Plan • Station Flood Management Plans • Wildfire Strategy • Training Strategy
NPF Contribution: Environment, Health, Communities, International, Education	

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Long Term Financial Strategy 2017-27 • Procurement Strategy • Capital Budget Monitoring Reports • Resource Budget Monitoring Reports • Governance and Accountability Framework • Review of Board Effectiveness (Annual Report and Accounts) • Governance Statement (Annual Report and Accounts) • Code of Corporate Governance • Annual Operating Plan and Quarterly progress and Reporting • Strategic Plan 2022-25 • Business Intelligence Strategy 	<ul style="list-style-type: none"> • Service Improvement Strategy • Portfolio Office Performance Reporting to Change Committee • Strategic Risk Register • Information Governance Policy • Cyber Security Assurance Annual Report • Annual Mandatory Staff Cyber Security Training Programme • SFRS Website • SFRS Social Media Channels • SFRS Consultation Hub (Website) • SFRS Communications and Engagement Strategy • SFRS Working in Partnership Report
NPF Contribution: Fair Work and Business, Economy	

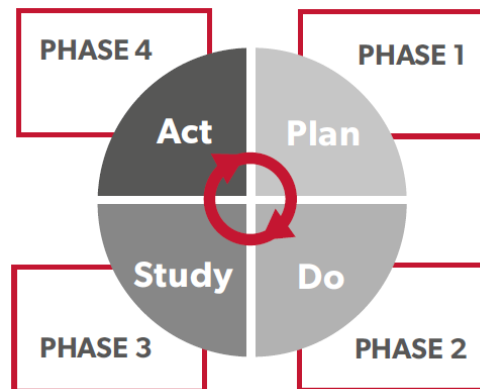
Outcome 6: The experience of those who work for SFRS improves as we are the best employer we can be.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • Safety Charter Pledge • SFRS Health and Safety Annual Improvement Plans • SFRS Clinical Governance Arrangements • SFRS Mental Health Strategy • Contaminants Implementation Plan • SFRS Agile Working Framework • Appraisal Policy • Learning Needs Analysis Annual Programme • Positive Action Strategy • We are Positive About Disability Guidance 	<ul style="list-style-type: none"> • Corporate Parenting Plan • Gaelic Language Plan • Sustainability Report (Annual Report and Accounts) • Equal Pay and Gender Pay Gap Report (every two years) • Mainstreaming and Equality Outcomes Report (every two years) • SFRS Consultation Hub (Website) • SFRS Communications and Engagement Strategy • Working Together Framework • Appraisal Policy
NPF Contribution: Children and Young People, Culture, Education, Fair Work and Business, Health, Human Rights	

Outcome 7: Community Safety and wellbeing improves as we work effectively with our partners.	
Additional Sources of Assurance	
<ul style="list-style-type: none"> • SFRS Working in Partnership Report • Appraisal Policy • Communications and Engagement Strategy • Public Involvement and Consultation Team • Compliments and Complaints Process • Operations Strategy • SFRS Working in Partnership Document • Youth Engagement Strategy 	<ul style="list-style-type: none"> • Protecting Vulnerable Groups (PVG) Membership Scheme • Safeguarding Policy • Reform Collaboration Group Strategy • Tri-Service Joint Asset Working Group • SFRS Consultation Hub (Website) • Communications and Engagement Strategy • Public Involvement and Consultation Team • Compliments and Complaints Process
NPF Contribution: Communities, Children and Young People, Economy	

Our Approach to Performance Management

In the previous sections we set out how we measure and assess our performance against our Strategic Plan Outcomes. In the sections below, we set out in more detail our corporate approach to performance management from which these measures and layers of assurance are derived.

Our PMF is structured around the performance improvement cycle 'Plan-Do-Study-Act' as adopted by the Scottish Government.



This continuous cycle helps us ask the right questions and generate the right information to support evidence-based decision making and promote learning in delivering organisational improvements.

PHASE 1: Plan

National Strategic Planning

The Scottish Government sets out what is expected of us within the Fire and Rescue Framework for Scotland 2022. We prepare a statutory three-year Strategic Plan setting the outcomes we aim to deliver to meet those expectations. The current Strategic Plan (2022-25) details seven Strategic Outcomes which align to and complement the seven Fire and Rescue Framework priorities.

Our Strategic Plan is supported by a three-year Strategic Programme of Work which provides details on the activities we intend to carry out to contribute to the delivery of our Outcomes. This informs our Annual Operating Plan (AOP), which provides more specific detail on the actions we aim to carry out each year, and from which our performance is scrutinised. Our AOP also provides information on our Portfolio Office Programme which oversees and coordinates our major change initiatives. This programme is regularly scrutinised by Executive and Non-Executive Committees.

Each Directorate within SFRS also deploys a plan setting out its operational actions for the year in support of achieving our Outcomes. These plans are in turn supported by functional, team and individual development plans that are developed as part of our appraisal process. Progress of these actions are tracked by Directorate, Function or line managers as appropriate.

We provide evidence of delivery against our statutory duties, such as Health and Safety, Carbon Emissions, General Data Protection Regulations (GDPR), Procurement and Equality. These legislatively bound activities are captured and published within specific Service strategies. Our equality outcomes are published and then mainstreamed throughout our business planning structure.

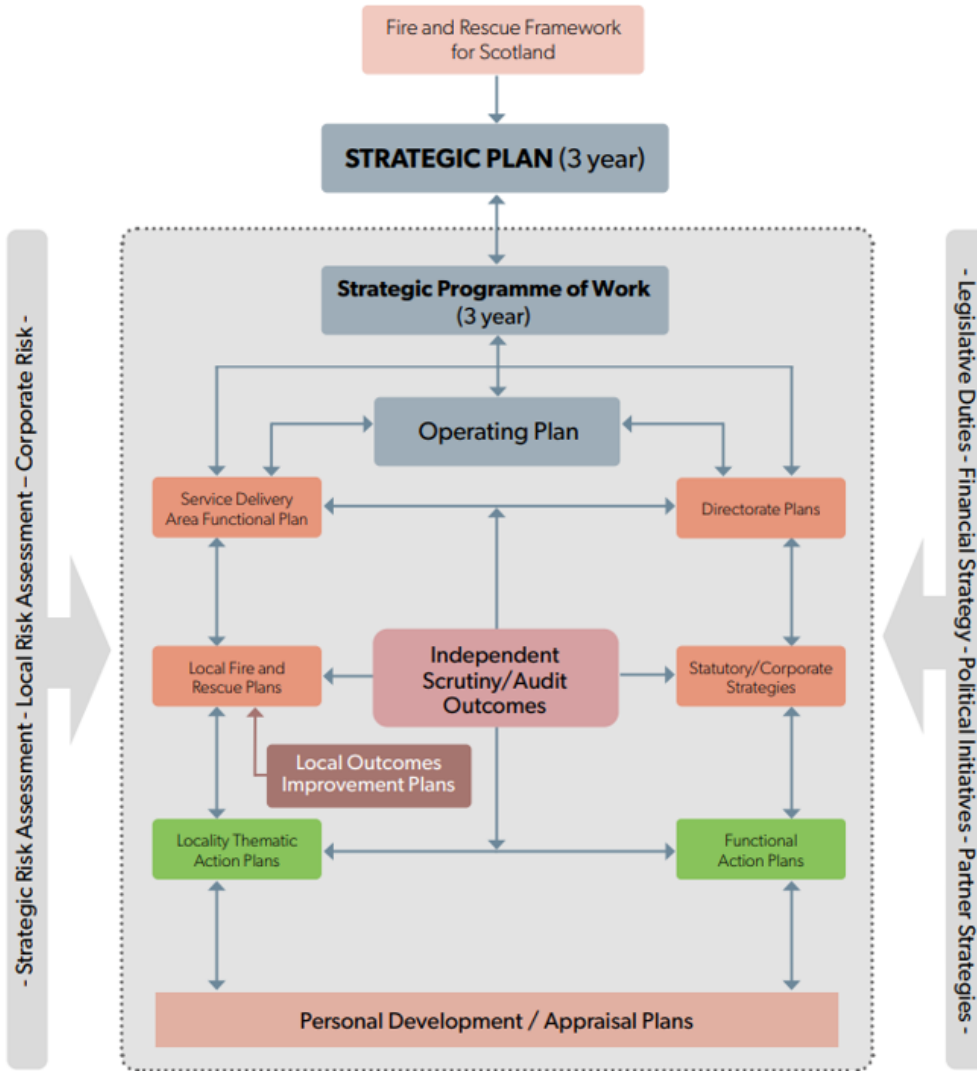
Local Planning

Local service delivery is defined by statutory Local Fire and Rescue Plans. Aligned to the Outcomes of the Strategic Plan, these set local direction to meet our strategic direction, and they contribute to each Community Planning Partnership (CPP) across Scotland. Local Elected Members, through scrutiny committees in each local authority area, regularly challenge and scrutinise our performance against each Local Fire and Rescue Plan.

In addition, under the Community Empowerment (Scotland) Act 2015, we are statutorily bound to contribute to Local Outcome Improvement Plans for each CPP area. These, together with the supporting Local Plans, are intended to address the inequalities experienced by the most disadvantaged localities within the CPP area. By working closely with our Community Planning Partners, and leading some of their multi-organisation initiatives, we demonstrate our contributions and commitment to improving local outcomes.

The diagram of our Business Planning Structure which shows how the Strategic Plan influences our national and local planning documents is shown below.

OFFICIAL



PHASE 2: Do

Phase 2 involves acting and tracking progress. To do this we use a number of tools to support effective delivery of performance management.

Performance Reporting

Our Performance Management reporting process continues to be developed to join all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service.

The process aims to provide a consistent application of the PMF whilst supporting the Board and managers in providing information that is high value, trustworthy and of good quality. Our performance data is collated, presented and reported in many different formats to support detailed analytics and scrutiny.

Performance Measures

To assist us in our aim of achieving our Strategic Plan Outcomes, measures are used to assess our progress and the intended impact of our activities, projects, or programmes of work. A balance of quantitative measures (the numbers) and qualitative measures (the story) are used to provide information of how well we are doing.

In selecting performance measures, we consider key performance questions with each of our data owners to define what success looks like. By using this systematic approach, we have developed the holistic suite of corporate performance measures listed earlier in this document. These measures directly support the Outcomes of the Strategic Plan and progress on each of them is reported to the SFRS Board on a quarterly basis.

Our performance measures continue to develop year on year to help us to have the right measures in place to track our performance across all aspects of the Service. This work will continue to ensure that we can provide a more balanced list of performance indicators in line with common best practice which will provide a more comprehensive view of our performance as a whole.

Only quantitative data can be analysed statistically and this data type is used as a method of more rigorous assessment of our performance. We aim to make sure our data is accurate and of the highest quality to enable sound decision making.

Alongside our ambitions for change and expanding community role, we are exploring methods and systems to collate relevant performance measures to demonstrate the wider value and the positive impact we have on Scotland's communities and households.

Target Setting

Targets provide a quantitative representation of our aspirations and give a good indication of the areas we wish to focus our attention. We use improvement targets where our actions can directly influence the indicator and to allow us to set a reasonable expectation for what the future could be. All measures are closely tracked whether targets have been set or not. In some cases, target setting is not feasible as we have limited influence over the performance drivers against those measures. All of our performance measures link in with our Strategic

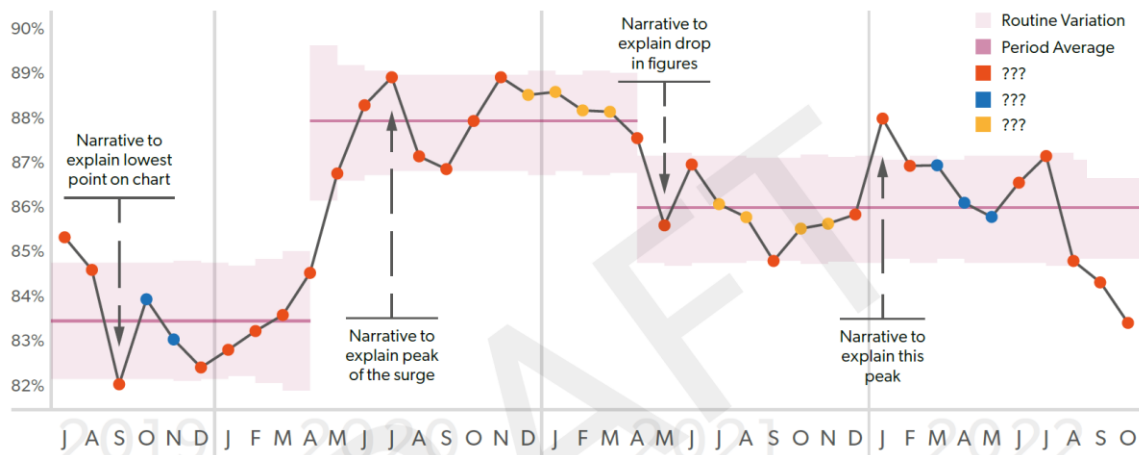
Plan and are underpinned by the Service's values.

In setting targets we look at historic data and the latest data analysis to consider the most appropriate methodology. For 2023/24 we will use Statistical Process Control (SPC) Charts, see an example below. These are effectively line graphs showing a measure in chronological order. Limits are calculated to show what performance range we can reasonably expect over time, and more importantly flag when a measure falls out with those expectations and requires investigation and corrective actions to be undertaken.

We also look to trends across the four nations and while meaningful comparison with other UK fire and rescue services is not currently possible, we seek to learn from what has been achieved elsewhere. We will set longer-term targets when justified by the data and we continue to stretch our performance and encourage continuous improvement.

Our performance measures which do not have specific targets set against them are treated in the same way as those with numeric targets. They are closely tracked through our governance routes and are regularly reviewed, analysed, and scrutinised at senior management and board committee level, with mitigating actions taken where possible.

Example Statistical Control Chart



PHASE 3 – Study

In this phase our performance against our Strategic Plan Outcomes and statutory duties is reported, scrutinised and evaluated.

We do this through a number of publications:

- [Annual Performance Review Reports](#)
- [Annual Report and Accounts](#)

Through an integrated approach to performance reporting we aim to keep our performance expectations on track to deliver our priorities. A range of performance reports are regularly presented to the Board, and Committees of the Board, Executive Boards and Management Teams, including exception reporting where necessary, ensuring there is a regular, appropriate level of scrutiny and challenge applied to the progress of our actions and performance indicators.

To facilitate local scrutiny and to demonstrate our contribution to local outcomes against Local Fire Plans, Local Senior Officers produce regular local performance reports. A local performance measurement framework is being developed to align with the corporate framework, ensuring there is a clear line of sight between national and local service delivery performance.

Internal Scrutiny and Assessment

Our internal audit arrangements aim to provide assurance over risk management controls and governance processes. They are provided by an independent audit service through an Annual Audit Plan that is reported against directly to the Audit and Risk Assurance Committee and the Chief Officer (as Accountable Officer).

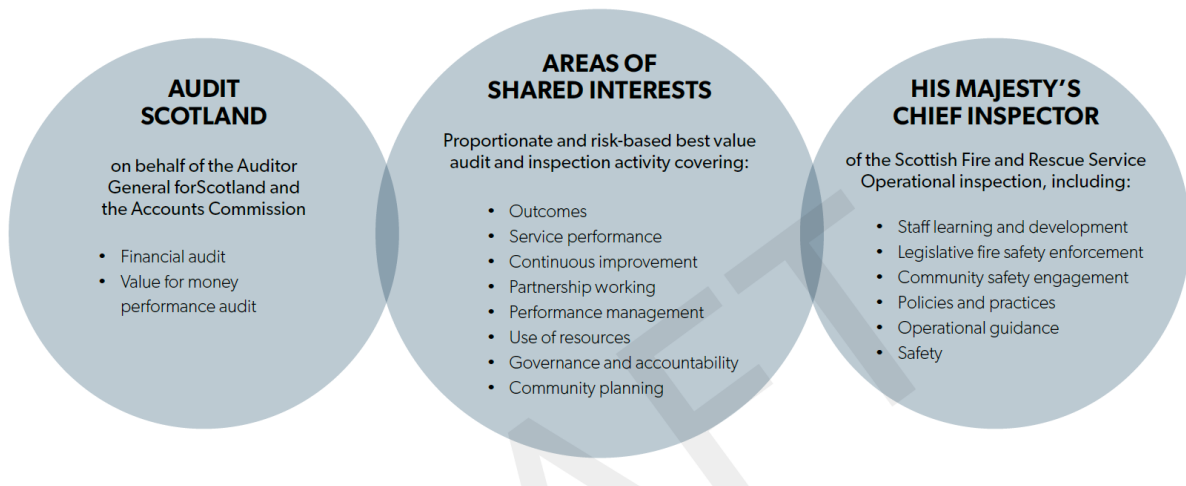
Similar audit programmes are undertaken by our Health, Safety and Assurance Teams to review our activity and standards. These are intended to identify strengths, areas for improvement, risks and opportunities to ensure integration into our planning and performance arrangements. The outcomes of these are reported to a relevant Executive Board and subsequently to the appropriate Committee of the Board.

To promote continuous improvement and robust performance management, we are also committed to self-assessment through the Public Service Improvement Framework. This is a process which uses evidence, challenge and critical reflection to improve performance. Our Improvement Strategy outlines how we support performance improvement across the Service by using an approach which combines process and systems with relationships, skills and attitudes. This will be delivered through a series of self-assessments, process reviews and redesign, peer reviews and strategic service reviews.

External Scrutiny

External scrutiny is primarily undertaken by HM Fire Service Inspectorate in Scotland (HMFSI), and on behalf of the Auditor General for Scotland and the Accounts Commission.

Whilst there are areas of shared interest for inspection of issues relating to Best Value, Audit Scotland has responsibility for financial inspection, and HMFSI has responsibility for operational inspection as shown below:



Monitoring and reporting of internal and external audit performance is carried out regularly at different levels and by different stakeholders. This ensures an appropriate level of scrutiny and challenge is applied at each stage which further encourages accountability and help develop a more pro-active performance culture.

PHASE 4 - Act

Phase 4 evidences our commitment to continuous improvement by learning from our performance information, sharing good practice or implementing additional measures to drive improvements.

Knowledge Management

Knowledge and performance management are intrinsically linked. By learning from performance, we increase our knowledge. The more we know, the more we can improve.

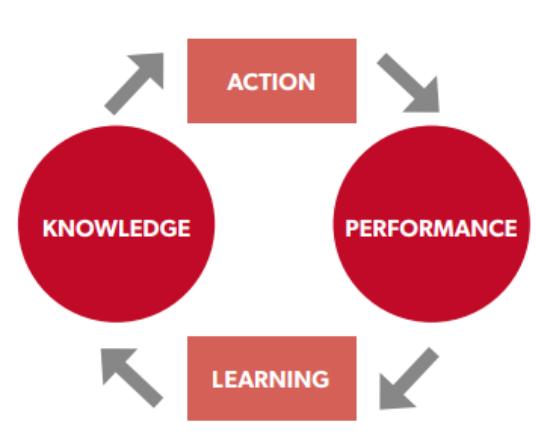
Our measures are used to identify where our strengths and weaknesses are. By scrutinising our performance, we can identify where good practice exists. Building an understanding of the practices which have delivered good performance creates knowledge, which can be shared and applied to other areas where performance needs to be improved.

Organisational learning is not just generated from performance measures. Sources such as audits, inspections, assessments and reviews all provide valuable information to help us improve.

We also learn from our engagement and consultation activities. These help to identify where we need to improve, as well as build an understanding of our staff and stakeholders' expectations, so that we can plan and deliver services which, as far as practicable, meet their needs.

Information about how we are performing needs to reach the right teams or individuals at the right time so that they can learn from it and act as necessary. Our performance related business processes and dedicated teams help make relevant and current information available to all staff, allowing tracking and reporting as and when required, with real time information.

We have a variety of Board Committees, executive and management forums which oversee the delivery of specific tasks or functions and their performance. You can find out more about our different Board Committees on [our website](#) . These corporate and local forums are kept under regular review to make sure our governance of performance is sound throughout the organisation; and to make sure learning opportunities are maximised.



Roles and Responsibilities

To support our approach to performance management we have set out below the roles and responsibilities in delivering on our PMF that apply to all staff groups within the Service. These roles are intended to ensure that everyone is clear on what they need to do in working to improve our overall performance.

Scottish Ministers	
Role	Responsibility
<ul style="list-style-type: none"> Accountable to Scottish Parliament and the public for the activities of the SFRS and its use of resources. 	<ul style="list-style-type: none"> Set priorities for the SFRS in the Fire and Rescue Framework. Approve the SFRS Strategic Plan. Agree the budget and associated grant aid requirement to be paid to the SFRS.
SFRS Board and Committee Members	
Role	Responsibility
<ul style="list-style-type: none"> Collectively responsible for the long-term success of the Service. Strategic role in setting Service vision, values, priorities and securing Best Value. Hold the Strategic Leadership Team to account on high level performance and provide constructive challenge. Review performance against the Fire and Rescue Framework for Scotland. 	<ul style="list-style-type: none"> Submit Strategic Plans to Scottish Ministers for approval. Work in conjunction with the Strategic Leadership Team towards achieving the outcomes of the Strategic Plans and secure Best Value. Approve any steps needed to deal with wider changes which are likely to impact on delivery of Strategic Plans or attainment of operational targets. Lay before the Scottish Parliament an Annual Report and Accounts. Consider and approve changes proposed to Corporate Performance Indicators. Track and challenge progress against strategic outcomes and performance indicators. Oversee sound risk management and internal control systems. Direct specific reviews to take place to scrutinise decisions and agree alternative strategic proposals to help improvement. Provide challenge on performance issues. Promote a positive performance management culture.

SFRS Strategic Leadership Team and Senior Management Board	
Role	Responsibility
<ul style="list-style-type: none"> • Strategic role in setting and ensuring achievement of Service outcomes, vision and targets. • Holding Directorates to account on progress against outcomes and performance indicators. • Drive performance to achieve Outcomes and targets including taking corrective action where required. 	<ul style="list-style-type: none"> • Prepare Strategic Plans for Board approval and advise members of progress. • Assure Annual Report and Annual Statement of Accounts for onward submission to the Board. • Ensure timely forecasts and monitoring information on performance and finance are provided to the Scottish Government. • Prepare Annual Operating Plans to enable delivery of the Strategic Plans and receive regular progress updates for scrutiny. • Lead the review and development of Corporate Performance Indicators • Work to ensure robust performance data is available to measure Corporate Performance Indicators. • Track and challenge performance outcomes and direct corrective action to improve areas of poor performance. • Consider and propose steps needed to deal with wider changes which are likely to impact on delivery of Strategic Plans or attainment of operational targets. • Ensure SFRS adheres to Scottish Government's Programme and Project Management Principles. • Agree Portfolio Office programmes and receive reports for scrutiny on project performance. • Drive and celebrate good performance and ensure good practice is shared throughout the organisation. • Ensure arrangements are in place to track significant risks and direct action to manage emerging and escalating risks. • Direct and agree internal self-assessment and audit programmes and receive outcome reports. • Promote a positive performance culture.

SFRS Directors and Heads of Function	
Role	Responsibility
<ul style="list-style-type: none"> • Work with relevant functions to manage performance within area of responsibility to support the achievement of outcomes and objectives. • Carry out the appraisal process to drive performance and provide performance feedback. 	<ul style="list-style-type: none"> • Develop plans to align functions with the strategic priorities of the Strategic Plan and ensure performance measures and targets are proportionate and fit for purpose. • Celebrate good performance and ensure good practice is shared throughout the organisation. • Develop a sound process of tracking performance and ensure action is taken to deal with areas of poor performance and risks as well as developing areas of good practice and innovation. • Ensure all functional staff understand their performance requirements across their relevant function. • Benchmark performance across relevant function.
SFRS Local Senior Officers (LSOs)	
Role	Responsibility
<ul style="list-style-type: none"> • Manage performance within an LSO area to support the achievement of the Service's outcomes and locally aligned priorities. • Carry out the appraisal process to drive performance and provide performance feedback. 	<ul style="list-style-type: none"> • Produce and submit to Local Authorities Local Fire and Rescue Plans for approval. • Produce performance monitoring reports in accordance with Local Authority requirements. • Lead Community Planning Partnership work to deliver improved local outcomes. • Ensure action is taken to deal with areas of poor performance and develop areas of good practice and innovation.
All Staff	
Role	Responsibility
<ul style="list-style-type: none"> • Manage personal performance to support delivery of outcomes. 	<ul style="list-style-type: none"> • Maintain and improve performance. • Celebrate good performance and share good practice throughout the organisation.

Report No: B/SPPC/08-23

Agenda Item: 6

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MAY 2023						
Report Title:	ANNUAL OPERATING PLAN 2023/24						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to present the Annual Operating Plan (AOP) 2023/24 to the Scottish Fire and Rescue Service (SFRS) Board for decision.						
2	Background						
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an AOP each year to support the achievement of the SFRS Strategic Plan 2022-25.						
2.2	The development of the AOP 2023/24 has been carried out in conjunction with all Directorates to ensure that critical business and those actions required to deliver our ambitions for change are the main focus of the plan.						
3	Main Report/Detail						
3.1	Following Board scrutiny on 27 April 2023 some changes to the Annual Operating Plan 2023/24 were requested. These changes have been made and the amended Annual Operating Plan 2023/24, attached as Appendix A , is presented for consideration.						
3.2	As well as providing key strategic actions and milestones, the AOP includes any activity identified as a strategic change or major project (see pages 4 to 7). The programme of projects being taken forward for 2023/24 will be reported to the Change Committee as normal.						
3.3	The Annual Operating Plan will be kept under review throughout the year. Any new activities or updates to previously agreed activities will be highlighted on a version-controlled document and noted on a change log.						
4	Recommendation						
4.1	SFRS Board members are requested to: <ul style="list-style-type: none"> Review and approve the Annual Operating Plan 2023/24; and release the document for publication. 						
5	Key Strategic Implications						
5.1	Risk						
5.1.2	Directorates are responsible for identifying and managing any risks associated with the delivery of the Strategic Plan. Actions identified within the Annual Operating Plan 2023/24 supports the management of any corporate risk.						

5.1.3	Any risks arising from any individual actions will be brought before Strategic Leadership Team (SLT) and the Board through the normal risk management channels.
5.2	Financial
5.2.1	The Annual Operating Plan 2023/24 contains actions which will support the SFRS in strengthening financial management arrangements.
5.2.2	Directorates propose actions on the understanding that they can secure sufficient financial resources to ensure delivery. Any financial implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.3	Environmental & Sustainability
5.3.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to protecting the environment and achieving greater sustainability.
5.3.2	Action owners are responsible for identifying any environmental impact that may arise as a result of their action.
5.4	Workforce
5.4.1	The Annual Operating Plan 2023/24 contains actions which supports SFRS commitment to developing its workforce. Directorates propose actions on the understanding that they can secure sufficient workforce resources to ensure delivery. Any workforce implications arising from any individual action will be brought before SLT and the Board as appropriate.
5.4.2	Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.
5.5	Health & Safety
5.5.1	The Annual Operating Plan 2023/24 contains actions which support the SFRS's commitment to health and safety.
5.6	Health & Wellbeing
5.6.1	The Annual Operating Plan 2023/24 contains actions which support the SFRS's commitment to health and wellbeing.
5.7	Training
5.7.1	Action owners are responsible for identifying any training implications that may arise in the delivery of their actions.
5.8	Timing
5.8.1	The Annual Operating Plan presented covers the period 1 April 2023 to 31 March 2024.
5.9	Performance
5.9.1	Quarterly performance reporting on progress will be presented to the Senior Management Board, Strategic Leadership Team and the SFRS Board.
5.10	Communications & Engagement
5.10.1	Action owners are responsible for ensuring communication and engagement is carried out when appropriate to ensure successful delivery and implementation of their actions.
5.11	Legal
5.11.1	Delivery of the Annual Operating Plan meets with the requirements of the Governance and Accountability Framework.
5.12	Information Governance
5.12.1	The collation or use of personal data is not required in the preparation of the AOP. A Data Protection Impact Assessment (DPIA) is therefore not applicable.

5.12.1	Action owners are responsible for identifying any relevance and carrying out a DPIS on the delivery of their actions.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment is not required for this document.	
5.14 5.14.1	Service Delivery Action owners are responsible for ensuring any support required from others to deliver the action is secured for the year ahead.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the draft Annual Operating Plan 2022/23 to the SFRS Board for decision.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial / Reasonable / Limited / Insufficient
7.2	Rationale:	The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.
8	Appendices/Further Reading	
8.1	Appendix A: Annual Operating Plan 2023/24	
Prepared by:	Louise Patrick, Strategic Planning and Partnerships Coordinator	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategy and Performance	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The Scottish Fire and Rescue Service (SFRS) is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold our corporate values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>15 March 2023</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>5 April 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>27 April 2023</i>	<i>For Decision</i> (amendments requested)
<i>SFRS Board</i>	<i>25 May 2023</i>	<i>For Decision</i>

**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		
<p>Purpose: To deliver an objective measure of SFRS safety culture – the ‘<i>way things are done</i>’ 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.</p>					

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		
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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.

SO6: Action 7	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and take actions to enhance SFRS' workplace Culture.	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		

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.

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.

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/ARAC/01-23

Agenda Item: 7

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	25 MAY 2023						
Report Title:	INTERNAL AUDIT PLAN 2023/24						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to advise and seek the approval of the Board for the internal audit activity planned for 2023/24.						
2	Background						
2.1	Azets have developed a draft Internal Audit Plan for the year 2023/24 in consultation with the Strategic Leadership Team (SLT). The Audit and Risk Assurance Committee (ARAC) discussed the plan at its last meeting in April 2023.						
3	Main Report/Detail						
3.1	As per the Scheme of Delegations (incorporating matters reserved for the Board), approval of the Internal Audit Plan is a matter reserved for Board decision.						
3.2	Azets presented a draft Internal Audit Plan 2023/24, for the ARAC's consideration at its meeting of 6 April 2023. The ARAC members noted and commented on the content of the plan. ARAC members were content on the whole with the plan and recommend the Board approves this at the May Special Board meeting.						
3.3	The Internal Audit Plan (Appendix A) outlines the main areas of audit coverage for the 2023/24 year and is therefore being put forward for approval by the Board.						
4	Recommendation						
4.1	The Board are invited to approve the Internal Audit Plan, as set out in Appendix A.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	The internal audit programme forms a key part of the Service's Assurance Framework.						
5.2	Financial						
5.2.1	The cost of providing internal audit services is contained within the Resource Budget.						
5.3	Environmental & Sustainability						
5.3.1	Not Applicable						

5.4 5.4.1	Workforce Not Applicable
5.5 5.5.1	Health & Safety Not Applicable
5.6 5.6.1	Health & Wellbeing Not Applicable
5.7 5.7.1	Training Not Applicable
5.8 5.8.1	Timing The Internal Audit Plan covers the financial year of 2023/24.
5.9 5.9.1	Performance Internal Audit is intended to support the Service to identify improvements that will enhance performance.
5.10 5.10.1	Communications & Engagement Not Applicable
5.11 5.11.1	Legal Not Applicable
5.12 5.12.1	Information Governance DPIA completed - No. The report provides information on the audits to be undertaken over the next year. The responsible Directorate will ensure that any relevant DPIA is completed as required as each audit is progressed.
5.13 5.13.1	Equalities EHRIA completed - No. Where an equalities assessment is required this will be determined by the responsible Directorate and progressed accordingly.
5.14 5.14.1	Service Delivery Not Applicable
6	Core Brief
6.1	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2023/24. This sets out a timetable of the main reviews of key activities during 2023/24 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks.
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: John Thomson, A/Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.2	Rationale: The internal audit plan is agreed with our Internal Auditors, ARAC and SLT and considers the risks areas as highlighted in our Strategic Risk Register. The engagement between Azets/ARAC and SLT is to ensure that the audit plan is relevant and will provide ARAC with assurance on SFRS controls and to make recommendations for improvement. The audits once completed support our annual governance statement.

8	Appendices/Further Reading	
8.1	Appendix A – Internal Audit Plan 2023/24	
Prepared by:	Gill Callaghan, Senior Manager, Azets and Kevin Murphy, Group Commander, Board Support Manager	
Sponsored by:	John Thomson, Acting Director of Finance and Contractual Services	
Presented by:	Brian Baverstock, Chair – Audit and Risk Assurance Committee	
Links to Strategy and Corporate Values		
Internal Audit forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:		
Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<ul style="list-style-type: none"> • Objective 5.1: Remaining open and transparent in how we make decisions; • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Audit and Risk Assurance Committee</i>	<i>6 April 2023</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>25 May 2023</i>	<i>For Decision</i>

Scottish Fire & Rescue Service Internal Audit Plan 2023-24

March 2023



Scottish Fire & Rescue Service

Internal Audit Plan 2023-24

INTRODUCTION	2
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Introduction

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

Section 3 – Definition of Internal Auditing, Public Sector Internal Audit Standards

Our internal audit plan is designed to provide the Scottish Fire & Rescue Services (SFRS), through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the continuous improvement of governance, risk management and internal control processes through the implementation of this plan.

Azet's internal audit methodology complies fully with the Public Sector Internal Audit Standards (PSIAS), which cover the mandatory elements of the Chartered Institute of Internal Auditors' International Professional Practices Framework.

The PSIAS require the Chief Internal Auditor to produce a risk-based plan, which takes into account SFRS's risk management framework, its strategic objectives and priorities and the views of senior managers and the Audit & Risk Assurance Committee. The objective of audit planning is to direct audit resources in the most efficient manner to provide sufficient assurance that key risks are being managed effectively and value for money is being achieved.

This document addresses these requirements by setting out an internal audit plan for the year 2023/24.

Audit & Risk Assurance Committee action

In order to develop the plan, we have held discussions with the Strategic Leadership Team (SLT) and have incorporated their feedback into this draft.

We now ask the Audit & Risk Assurance Committee to review and approve the proposed Internal Audit Plan for 2023/24.

Internal audit approach

Supporting the Governance Statement

Our Internal Audit Plan is designed to provide SFRS, through the Audit & Risk Assurance Committee, with the assurance it needs to prepare an annual Governance Statement that complies with best practice in corporate governance. We also aim to contribute to the improvement of governance, risk management and internal control processes by using a systematic and disciplined evaluation approach.

Risk based internal auditing

Our methodology links internal audit activity to the organisation's risk management framework. The main benefit to SFRS is a strategic, targeted internal audit function that focuses on the key risk areas and provides maximum value for money.

By focussing on the key risk areas, internal audit should be able to conclude that:

- Management has identified, assessed and responded to SFRS's key risks;
- The responses to risks are effective but not excessive;
- Where residual risk is unacceptably high, further action is being taken;
- Risk management processes, including the effectiveness of responses, are being monitored by management to ensure they continue to operate effectively; and
- Risks, responses and actions are being properly classified and reported.

We have reviewed SFRS's risk management arrangements and have confirmed that they are sufficiently robust for us to place reliance on the risk register as one source of the information we use to inform our audit needs assessment.

Audit needs assessment

Our internal audit plans are based on an assessment of audit need. "Audit need" represents the assurance required by the Audit & Risk Assurance Committee from internal audit that the control systems established to manage and mitigate the key inherent risks are adequate and operating effectively. The objective of the audit needs assessment is therefore to identify these key controls systems and determine the internal audit resource required to provide assurance on their effectiveness.

Our audit needs assessment involved the following activities:

- Reviewing SFRS's risk register,
- Reviewing SFRS's strategic and operational plans and objectives,
- Reviewing previous internal audit reports,
- Reviewing external audit reports and plans,
- Reviewing SFRS's website and internal policies and procedures,
- Utilising our experience at similar organisations, and
- Discussions with senior management and the Audit & Risk Assurance Committee.

Best value

Our work helps SFRS to determine whether services are providing best value. Where we identify opportunities for improving value for money, we raise these with management and include them in the report action plan.

Liaison with external audit

We seek to complement the areas being covered by SFRS's external auditors. We welcome comments on the internal audit plan from the external auditors at any time and we will formally discuss the plan with them on at least an annual basis. This will help us to target our work in the most effective manner, avoiding duplication of effort and maximising the use of total audit resource.

Delivering the internal audit plan

Internal Audit team – indicative staff mix

Grade	2023/24 Input (days)	Grade mix (%)
Partner / Director	15	10%
Senior Manager	37	25%
Auditors	98	65%
Total	150	100%

Internal Audit Team Contacts

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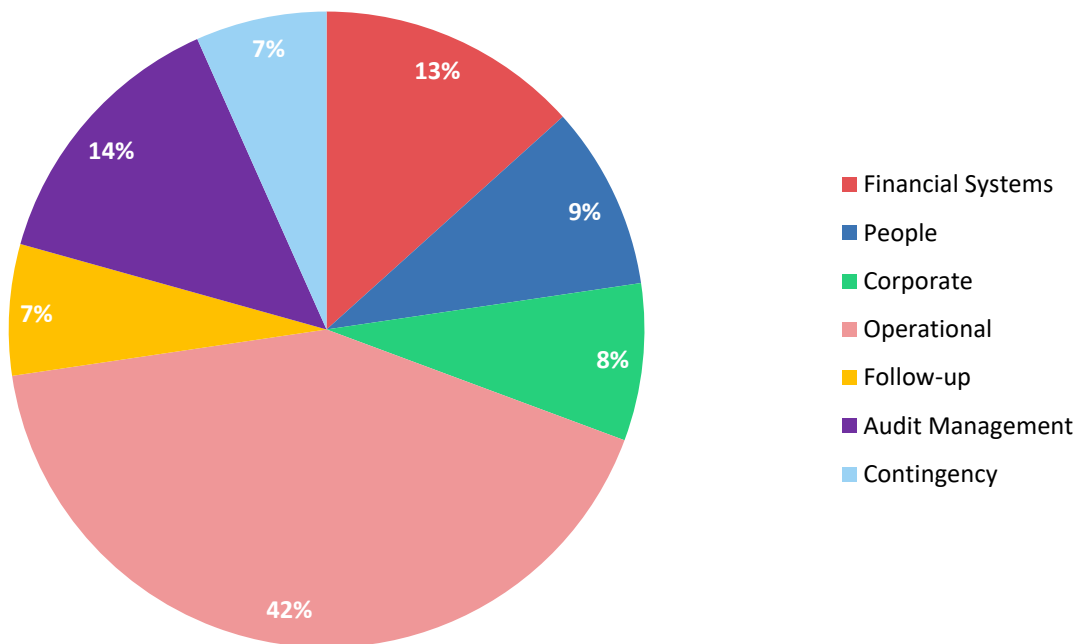
Proposed Internal Audit Plan

Appendix 1 presents the internal audit plan for 2023/24. The Internal Audit plan is based on our risk and audit needs assessment as at February 2023.

Internal audit is only one source of assurance for the Audit & Risk Assurance Committee. Assurance on the management of risk is provided from a number of other sources, including the senior management team, external audit and the risk management framework itself.

The table below demonstrates how the internal audit days for 2023/24 are allocated across each area of the audit universe.

Allocation of audit days 2023/24



Links to Strategic Risk Areas

Below we have demonstrated the link between each area of the audit universe and SFRS's strategic risk areas. In italics we have stated the corresponding audit assignments.

Links to Strategic Risk Areas

Financial

Risk 7 - Ability to deliver a high quality, sustainable service within the funding envelope.
(Budgetary Control)

People

Risk 4 - Ability to ensure legal and regulatory compliance. *(Equality, Diversity and Inclusion, Workforce Planning – On Call Firefighters)*

Risk 5 - Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally.
(Equality, Diversity and Inclusion, Workforce Planning – On Call Firefighters)

Corporate

All Risks
(Risk Management – Assurance Stocktake)

Operational

Risk 3 - Ability to collaborate effectively with partners and communities, to enhance service delivery and best value. *(Partnership Working)*

Risk 6 - 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. *(Contract Management)*

Appendix 1 – Internal Audit Plan 2020-21 to 2023-24

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
A. Financial systems						
A.1 Financial Systems Health Check	15					To ensure there are appropriate financial controls in place which ensure completeness and integrity, and that there are for effective arrangements for producing management information.
A.2 Procurement and Tendering	12					To ensure procedures in place at the SFRS for procuring goods and services are effectively communicated, monitored and comply with best practice and the Procurement Reform (Scotland) Act 2014.
A.3 Expenses Policy	12					To ensure that all expenses are managed in an appropriate, effective and efficient manner.
A.4 Revenue Maximisation			12			This review will examine the arrangements SFRS has in place to ensure it maximises its opportunities for obtaining revenue additional to its core funding by applying for grants/other funding for which it may be eligible. This will include the methods for identifying other means of income and the arrangements for ensuring applications are submitted within the required deadlines and that any related conditions are complied with.
A.5 Capital Investment Strategy			15			This review will examine SFRS's strategy for capital investment including the identification of the need for

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
						investment and consideration of any environmental impact related to business case decisions. We will evaluate SFRS's approach to preparing and approving business cases for capital investment. As part of the review, we will identify areas for improvement to support a robust, repeatable process, which can be consistently applied throughout SFRS to different business planning and capital investment decisions.
A.6 Budgetary Control				20		With budgets increasingly under pressure, this review will aim to ensure that SFRS has robust and effective controls over budget setting, monitoring and reporting with particular emphasis on ensuring the service's financial sustainability going forward. As part of this audit we will also review the arrangements for ensuring that value for money is given due consideration when taking decisions to commit expenditure.
Subtotal A:	39	0	27	20		
B. People						
B.1 Learning & Development		15				<p>To ensure that there are appropriate controls over leadership training. This will include:</p> <ul style="list-style-type: none"> ensuring eligible staff are identified for the leadership programme so they are developed to their full potential; ensuring that there are effective and cost efficient methods of training delivery;

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
						<ul style="list-style-type: none"> ensuring feedback is obtained on the effectiveness of the training given; and that there are appropriate management information and reporting arrangements in place.
B.2 Sickness Absence Management			12			<p>This review will aim to ensure that sickness absence levels are regularly monitored, kept to a minimum and that appropriate action is taken in the event of repeated and/or prolonged absence. As part of this audit, we will also review the arrangements to ensure that appropriate levels of staffing are maintained in order to meet service delivery requirements where this is affected by sickness absence. This will include consideration of sickness levels on a local and national basis in order to ensure sickness absence does not compromise SFRS's ability to meet Service staffing needs.</p>
B.3 Training			12			<p>This review will evaluate controls over the provision of training including the identification of training needs and the method and delivery of training, including cost considerations. We will also examine the arrangements for obtaining feedback on the effectiveness of training. This review will exclude specialist training delivered to firefighters.</p>
B.4 Staff Recruitment and Retention					✓	<p>We will examine and evaluate controls over staff recruitment and retention processes ensuring only appropriate staff with the required qualifications, experience and skills are recruited. Additionally, we will review SFRS's arrangements for ensuring experienced staff are retained including appropriate staff retention</p>

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
						strategies and the reasons for staff leaving are identified and given due consideration.
B.5 Equality, Diversity and Inclusion				14		This review will aim to ensure that SFRS has appropriate arrangements in place to ensure it meets its statutory obligations with regard to equalities legislation and that equality, diversity and inclusion are actively promoted throughout SFRS and its operations. As part of the review, we will consider the extent to which equality, diversity and inclusion are embedded within the Service alongside compliance with statutory monitoring and reporting requirements for this area.
Subtotal B:	0	15	24	14		

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
C. Corporate						
C.1 Implementation of SFRS Corporate Governance structure, Strategy and Reporting	15					To ensure the SFRS is aligning its corporate governance structure to facilitate monitoring and reporting of the achievements of strategic aims and implementing an integrated assurance plan.
C.2 Risk Management Review	20					To ensure overall understanding of risk management and effective arrangements for identification of risks, challenge, review and reporting.
C.3 Fire safety enforcement		14				To ensure SFRS has effective arrangements in place to deliver its statutory Fire Safety Enforcement duties under Part 3 of the Fire (Scotland) Act 2005. This

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
						should include national and local management arrangements, resource and performance management arrangements.
C.4 Programme Office		20				<p>To ensure there are effective controls over the Change Portfolio and the programmes and projects are being effectively managed, in line with the Scottish Government's Programme and Project Management Principles. This will include:</p> <ul style="list-style-type: none"> • controls to ensure the approach to managing programmes and projects is proportionate, effective and consistent with recognised good practice; • that appropriate business cases have been developed; • that objectives are identified, recorded and evaluated; • that the programme secures and maintains management commitment to the selected approach; and • that the programme records and monitors the benefits it will deliver.
C.5 Environmental Sustainability		12				To ensure there is an Environmental Strategy and Environmental Policy that has been communicated to all staff; that the Environmental Strategy is aligned to relevant Scottish Government legislation including the Climate Change (Emissions Reduction Targets)

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
						(Scotland) Act 2019; to ensure implementation progress is considered as part of the monitoring process and that overall progress against the strategy is being regularly monitored and reported to senior management.
C.6 Corporate Performance Management			12			This review will aim to ensure there are effective controls in place over the management of SFRS's performance including: the setting and approval of KPIs which drive continuous improvement; the collation and validation of performance data; monitoring and reporting arrangements; and the actions taken should performance not meet the required standards. As part of this, we will examine how the impact of not achieving objectives is considered in order to ensure that any corrective actions are suitably prioritised.
C.7 Post Pandemic Review			18			This review will evaluate the high-level arrangements SFRS has in place for determining the impact of the pandemic on its operations, and for ensuring that appropriate plans are being devised and actioned to ensure the Service can recover and meet its objectives. As part of this, we will examine the recovery, reset and renew programme including actions being taken to minimise and address the effects of Covid-19 and subsequently enhance SFRS's ability to achieve potential efficiency savings and continue the modernisation of the Service.

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
C.8 Risk Management (Assurance Stocktake)				12		<p>We will undertake a stocktake of assurances obtained in relation to the SFRS's strategic risks and challenge whether the assurance obtained provides sufficient comfort to ARAC and the Board that controls in place and other actions are effectively mitigating the risks. As part of this audit, we will consider gaps in assurance provided and we will also interview a sample of risk owners and challenge them on any assumptions made regarding the risks. We will also reflect on whether the assurance provided meets the needs of stakeholders overseeing the risk management process in that the assurances obtained are understood and clearly demonstrate to them whether risk mitigation is working effectively.</p>
C.9 Change Management					✓	<p>We will examine the controls over change management to ensure that robust processes exist in respect of changes to be implemented as a result of the Service Delivery Model Programme as well as any other significant changes required. We will review change processes across the portfolio to ensure that changes: align to the Service's strategic objectives; have been clearly set out with roles and responsibilities defined as well as clear monitoring and reporting structures; have been approved; and are being enacted in a controlled manner to ensure the successful delivery of the changes and to promote continuous improvement within the Service.</p>

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
C.10 Whistleblowing					✓	We will review the arrangements within SFRS for dealing with whistleblowing and for ensuring compliance with the Public Interest Disclosure Act 1998. We will examine relevant policies and procedures to ensure they are fit for purpose and meet legal requirements. We will also examine the measures SFRS has for ensuring staff are aware of how a whistleblowing report can be made. As part of this audit, we will review a sample of whistleblowing reports to ascertain whether these have been dealt with in accordance with internal procedures and that appropriate action has been taken.
Subtotal C:	35	46	30	12		
D. Operational						
D.1 Estates Asset Management and Maintenance	10					To ensure controls are in place to identify the requirements for capital expenditure and to monitor expenditure and the maintenance of assets under management.
D.2 Operational Equipment	10					To ensure there are effective controls in place to confirm equipment in operational use is fit for purpose e.g maintenance and inspection arrangements, user engagement.
D.3 Workforce Planning – On Call Firefighters				18		Deferred from 2022/23, this review will focus on the arrangements for attracting and recruiting On Call firefighters to the Service following the work undertaken

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
						on this area as part of the On Call Improvement Programme.
D.4 Remote Working		25				To ensure SFRS has appropriate arrangements in place to facilitate remote working including security controls over access to systems and records, management and authorisation controls, communication arrangements, ensuring staff have appropriate equipment and support to carry out their duties remotely and to ensure consideration is given to staff wellbeing i.e. staff working in isolation do not suffer from lack of inclusion.
D.5 Personal Protection Equipment			15			This review will expand on the work carried out in 2021/22 in relation to the Fire Kit Investigation where issues in relation to the control of stock items were identified. This audit will seek to ensure that there are robust controls over the management of stock in relation to Personal Protection Equipment to prevent loss and/or misappropriation of items and to ensure appropriate PPE is readily available to operational staff, where required. The audit will cover controls over the storage of items of PPE; the issue of PPE items to staff; the arrangements for staff reporting items of PPE which may be lost or damaged/worn; the process for replacing of PPE items which are lost or damaged/worn; the process of ordering PPE stock for stores; and the arrangements for performing stock counts and reconciliations.

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
D.6 Partnership Working				25		This review will examine the arrangements SFRS has in place with external partners to ensure both organisations work together effectively to ensure successful outcomes for SFRS. This will include reviewing documented partnership agreements to ensure roles and responsibilities for both parties are clearly defined; the aims and objectives of the partnerships are established at the beginning which align to SFRS's strategic objectives; and that there are regular liaison and monitoring arrangements in process to ensure successful collaboration and outcomes. As part of this review we will also consider the potential for working in partnership with the Scottish Police Authority to implement shared services.
D.7 Contract Management				20		This review will focus on the framework SFRS has in place to manage contracts in order to ensure that they are managed and monitored in a consistent and effective manner, that SFRS receives a quality service and payments to contractors are made in accordance with contract terms. We will also review the arrangements for dealing with poor performance, including defaults and penalty notices and ensuring that remedial action is taken to improve performance.
D.8 SVQ Investigation			15			To investigate and report on issues experienced with internal assessment and verification relating to SVQ training including the identification of any areas for improvement and enhancement of controls.

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
Subtotal D:	20	25	30	63		
E. I.T.						
E.1 ICT and Data Security	20					To ensure there are robust controls over internal and external security of the SFRS network and for identifying and resolving threats to the network and cyber security.
E.2 ICT and Data Security Follow Up		10				To ensure that actions identified in the 2020/21 audit have been addressed in line with agreed timescales and that network access for privileged users and leavers is controlled, managed and supported by appropriate policies.
Subtotal E:	20	10	0	0		
F. Compliance and Regularity						
F.1 Follow-up	10	10	10	10		To confirm that management actions have been implemented as agreed.
Subtotal F:	10	10	10	10		
G. Management/ Contingency						
G.1 Audit needs assessment/annual plan preparation	-	5	5	5		In year one of our appointment audit needs assessment was undertaken in advance of commencement of audit activity.
G.2 Audit & Risk Assurance Committee planning and attendance	8	8	8	8		
G.3 Annual and internal audit progress reports, meetings with management	8	8	8	8		

Audit area	2020/21	2021/22	2022/23	2023/24	Future years	Audit objectives
G.4 Contingency	5	5	8	10		
Subtotal G:	26	26	29	31		
TOTAL	145	150	150	150		

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