ANNUAL OPERATING PLAN 2022/23

April 2022 – March 2023

(Revised October 2022)

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 which details how we will achieve our strategic outcomes over the lifetime of our Strategic Plan.

The Annual Operating Plan 2022/23 has 22 actions that will be carried out throughout this reporting year. Building on the success of our actions in previous years, these actions have been proposed to ensure that continuous improvement of our services is achieved. 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 has been structured to show the actions we will take to achieve the seven outcomes set within the Strategic Plan 2022-25[1], 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 from 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 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

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[1] *Although originally published in April 2022 to align to the Strategic Plan 2019-22, this Annual Operating Plan was revised in October 2022 to re-align with the new Strategic Plan 2022-25 which came into effect on 3 October 2022.*

operating period have been included within this Plan. Additional milestones will be detailed in future operating plans to support the achievement of these actions.

Recovering from Covid-19

This Plan was created following a period of unprecedented national and global adversity with the emergence of the Covid-19 pandemic. Throughout this period of long-term significant impact, we have continued to deliver strong, reliable and resilient services, achieve stability through flexibility and provide communities with the support of a dependable and functioning Service. As we move into the next phase following the pandemic, we continue to build upon the strong foundations we have established, with a view of maintaining flexibility through significant changes to our operating landscape and amendments to our working practices which are reflected in the key improvement actions.

As the Service emerges from the significant impacts of the global pandemic and moves from a response to a phase of recovery, reset and renew, the implications on how the Service works and the issues we will have to manage will become more apparent. However, as we move forward the longer-term impact that the virus has had upon the Service and staff will continue to be a main priority in the planning and progression of all workloads (across the Service) not necessary.

The Senior Management Board (SMB) will oversee all recovery work on behalf of the Service, and this will have significant impacts for all Directorates. As the scale and impact of that work becomes apparent it may also have an impact on the content of the Annual Operating Plan 2022/23. We fully anticipate that the impact on our staff will be significant as we re-orientate towards and through the recovery period. Consequently, this will significantly impact on the workloads of all directorates.

At this stage of the planning process the full impacts of recovery work are not fully known. It is certain that new actions for directorates will arise over the course of the year and will be incorporated into the Annual Operating Plan. Conversely, this may mean actions currently included are amended or postponed into future years as directorates re-prioritise their workloads accordingly. Any such changes will be managed through the SMB and will be reported to both the Strategic Leadership Team (SLT) and the SFRS Board for scrutiny purposes.

As such, this document will remain flexible ensuring that we can amend matters as new priorities arise within our changing operating environment. As the Plan changes, an updated version will be published on the website with any new activities or updates clearly highlighted.

Actions will be progressed where possible, but our primary focus will be to continue to protect our people so that they can keep delivering an effective service for Scotland.

Monitoring Progress

Progress reports on the Annual Operating Plan will be prepared each Quarter in the form of the Corporate Risk and Performance Report. These will be monitored by the SMB who will adopt a planning and performance scrutiny role. Reports will then be shared with the SLT and the Board for scrutiny and/or noting.

The SMB, who also scrutinise our Portfolio of Projects, will give our senior managers insight into the

delivery requirements of our strategic activities and ensure effective delivery.

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 is 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. Determined by the high level of risks associated with their delivery, these projects will be managed and scrutinised through our Portfolio Office arrangements.

Different from the actions of the Annual Operating Plan, these projects will be overseen by our SMB and progress scrutinised by the Change Committee.

Further work on our forward planning will be carried out during this year to understand more fully the combined impact of Improvement Projects, Annual Operating Plan actions and BAU on our capacity.

The list on the following page indicates what projects we are progressing this year. Please note that this list is current as at September 2022 and may be revised during the year:

Outcome	Programme/Function	Project	Scope	Start Date	Due Date
2 – Response	On Call Strategy	Attraction & Recruitment Improvements	To promote and enhance the Service's ability to attract and recruit potential candidates to the role of RVDS firefighter whilst refining our processes and improving the candidates experience.	Nov-21	Apr-23
	On Call Strategy	Responding Options & Duty System	To improve the flexibility and effectiveness of all our RVDS resources to enhance the service we provide to the communities whilst providing additional agile working solutions.	Nov-21	Jun-23
	On Call Strategy	Variable Contracts & Station Establishment	Creation of an improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements and improves appliance availability which positively impacts on our ability to attract, recruit and retain RVDS firefighters; and to support the ability to improve availability of our RVDS appliances and better inform our recruitment needs.	Nov-21	Mar-23
	Service Delivery Model	Demand Based Watch Duty Systems	To create a more efficient alignment between appliance crewing arrangements and variations in the local service delivery demand profile.	Jun-18	Jul-23
	Service Delivery Model	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 will be accredited by Edinburgh University.	May-19	Jul-23
	Service Delivery Model	Station and Appliance Review	To identify where and how the distribution of community fire stations and pumping appliances can be rebalanced to provide a more efficient, harmonised and risk-based delivery of services	May-19	Jul-23
	Major Projects	Command and Control Phase	To deliver a modern, resilient and scalable command and control communications system and supporting infrastructure that meets the priorities of	Jan-14	TBC

			the organisation in terms of improving Firefighter and community safety. The initial stage of the Programme has been completed with the integration of eight Operations Controls into three. The focus of the Programme will now be on the delivery of the Command and Control Mobilisation System Project outcomes.		
4 – Climate Change	Major Projects	Low Carbon Emission Vehicl	To determine a proof of concept low carbon appliance, prior to moving into full multiple production models. All the data, performance information, evaluation criteria and any lessons learned will be collated and can be shared.	Apr-20	Mar-24
6 – Best Value	Major Projects	McDonald Road Redevelopm and Museum of Fire	To carry out a reconfiguration and refurbishment of McDonald Road Fire Station to provide a modern fire station, City of Edinburgh Local Senior Officer headquarters, a Museum of Fire, and facilities for support staff, partner agencies and the community.	Apr-17	Sep-22
	People, Training, Finance and Assets Sys (PTFAS) Programme	People, Payroll and Finance	To deliver a fully integrated solution that meets the functional and business needs. The programme will realise several business benefits for SFRS including improved access for managers to business data, improved business reporting, an improved user experience and create business capacity through the automation of processes.	Apr-21	Apr-24
	People, Training, Finance and Assets Sys (PTFAS) Programme	Rostering	To define and 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	Apr-24
	Major Projects	West Asset Resource Centre	To design and construct modern, fit for purpose workshops and stores facility capable of increasing	Aug - 20	Jul-23

			the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs, to be located on a vacant site at Cambuslang to the east of the National HQ and Training Centre site.		
7 – Partnership	Major Projects	Emergency Services Network Implementation (ESN)	To plan and implement the transition from Airwave to 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 Command and Control System and all associated back office systems.	May-19	Dec-26

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

SO1: Action 1	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Design a training framework for employees and volunteers to ensure robust health and safety and safeguarding for Children and Young People operational drills.	Apr-21	Oct-22 (Completed)	Service Delivery (Prevention & Protection)	SR3, SR4

Purpose: This action will ensure compliance with relevant legislation. It will also promote diversity and help to ensure that young people are safe from fire and personal harm. The review of adult safeguarding will ensure legislative compliance and assist with agreed adult safeguarding referral pathways. Understanding the contributory factors, missed intervention opportunities, trends and outcomes from Case Conferences ensures that SFRS can adjust strategy and tactics to target the members of our communities at risk.

S01: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Agree and implement a SFRS specific competency Framework that will outline the competency standards and skills required of FSE teams.	Apr-21	Mar-23	Service Delivery (Prevention & Protection)	SR3, SR4, SR5
	Seek and produce a development pathway for FSE that will maintain skills and provide a dedicated promotion pathway within the function.	Apr-21	Mar-23		
	Implement and procure an accredited training package for new Fire Safety Enforcement and Fire Engineering officers which aligns to the agreed Competency Framework.	Apr-21	Mar-23		
	Undertake a review of the risk rating methodology to	Apr-21	Mar-23		

	determine local and national priorities in line with the National Fire Chief's Council review into Risk Based Inspection Programs.				

Purpose: Following the work undertaken post Grenfell, the importance of competency is being reinforced across all sectors. This action will reduce risk to the organisation from challenge in competency and provide a framework to ensure all FSE teams are adequately trained, skilled and maintaining their competence. This will also retain the skills developed within the function through a development pathway and consider any revisions required to manage community risk.

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
Implementation of the SFRS Operational Strategy.	Establish Strategy Implementation Plan and processes.	Apr-22	Jun-22 (Completed)	Service Delivery (Operations)	SR1, SR3, SR6, SR7
	Implement new governance route for Operational Strategy work streams.	Apr-22	Jun-22 (Completed)		
	Review and refresh how we identify, adopt, procure, and introduce service operational assets and manage these over the course of their lifespan.	Apr-22	Dec-22 (Completed)		
	Develop a plan in conjunction with Asset Management for future operational Fleet.	Oct-22	Dec-22 (Completed)		

Purpose: To mainstream the SFRS Operational Strategy moving it from Task and Finish to Business as Usual.

SO2: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation	Develop and implement monitoring arrangements that are capable of measuring the impact of new AFA response model against intended benefits and perceived risks.	Mar-22	Dec-22	Service Delivery (Prevention & Protection)	SR2

Work Plan for the preferred option as agreed following the national consultation process.	Work with Alarm Receiving Centres (ARCs) to establish new operating agreements based on the expectations of the new response model.	Apr-22	Dec-22		
	Review and revise UFAS policy, in light of changes to Automatic Fire Alarm (AFA) response model and recommendations from UFAS Stocktake Review.	Oct-21	Feb-23		
	Develop a communications and engagement plan focusing on "preparing for implementation".	Feb-22	Mar-23		
	Undertake a programme of training and awareness, that will prepare affected staff for any change.	Apr-22	Mar-23		
	Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements.	Apr-22	Mar-23		

Purpose: Following the publication and adoption of the recommendation within the Time for Change Reducing Unwanted Fire Alarm Signals Report, the SFRS has commissioned a UFAS Preparing for Implementation Working Group to take forward the work streams, that will ensure implementation of the chosen model for responding to AFAs and supporting policy, procedures and other necessary arrangements.

SO2: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implementation of Year 3 of the Training Strategy.	Implementation of a process for individuals to record training and development requirements.	Apr-22	Jul-22 (Completed)	Training, Safety and Assurance (TSA)	SR 4, SR 5, SR 6
	Implementation of a process to ensure that the individual, team and organisational needs are recorded to use as a key driver for direction future training delivery.	Apr-22	Jul-22 (Completed)		
	Implementation of revised key performance indicators to assist and support the	Apr-22	Oct-22 (Revised Due		

			Date Mar-23)		
	Performance Management Framework.				
	Ensure work carried out within the auspice of the Strategy is well managed in accordance with the SFRS governance process.	Jun-22	Mar-23		

Purpose: To deliver the priorities set out within the Training Strategy.

SO2: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Full Review of the Training Continuous Improvement Programme.	Creation of the Training Continuous Improvement Board which will provide governance for all areas of improvement within the Training function.	Apr-22	May-22 (Completed)	Training, Safety and Assurance (TSA)	SR 4, SR 5
	Carry out review of Continuous Improvement Programme. Rationalisation and re-distribution of remaining recommendations.	Apr-22	Jun-22 (Completed)		
	Implementation of new Training for Operational Competence Framework.	Apr-22	May-22 (Completed)		

Purpose: A review of our Continuous Improvement Programme will ensure we continue to improve training efficiency and performance, thereby improving both firefighter and public safety.

S02: Action 5	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Delivery of the Document Conversion Project.	Deliver Frontline Delivery Platform.	Apr-22	Sept-22 (Revised Due Date TBC)	Service Delivery (Operations)	SR 1, SR 3, SR 7, SR 8
	Deliver the completion of Transport Work Packages.	Jul-22	Oct-22 (Revised Due Date Dec-22)		
	Deliver the completion of Firefighting Work Packages.	Oct-22	Jan-23 (Revised Due Date Feb-23)		

	Deliver the completion of Hazmat Work Packages.	Jan-23	Mar-23		

Purpose: A two-year project to review and update all SFRS operational documents into Policy and Operational Guidance, Manuals or Operating Procedures. Using SharePoint, the project will deliver accessible, risk critical information to Firefighters and Incident Commanders on the incident ground.

SO2: Action 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Procure and implement replacement digital fireground radios.	Carry our procurement of replacement radios including market engagement and detailed specification of requirements.	Apr-22	Sep-22 (Revised Due Date Jan-23)	Service Development	SR1, SR6
	Develop implementation plan to rollout replacement radios.	Jun-22	Sep-22 (Revised Due Date Jan-23)		
	Commence rollout of replacement radios.	Sep-22 (Revised Start Date Feb-23)	Mar-23		

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.

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
Develop a SFRS Innovation Strategy	Consult across the service and with partners on approaches to progressing innovation.	Apr-22	Jul-22 (Completed)	Strategic Planning, Performance and Communications	SR 8
	Publish SFRS Innovation and Improvement Strategy.	Jul-22	Dec-22 (Completed)		

Purpose: To allow SFRS to make clear progress against its Innovation value, bring together a coherent approach to innovation and better meet the requirements contained within the Fire and Rescue Framework for Scotland and the SFRS Strategic Plan.

SO3: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Progress the development of an in-house Health and Safety Management Information System. (HSMIS)	Launch of the reporting functionality associated with Event Reporting and Display Screen Equipment (DSE).	Apr-22	Jun-22 (Revised Due Date Dec-22)	Training, Safety and Assurance (TSA)	SR 4, SR 5, SR 6
	Launch of system elements of Workplace Inspection, Workplace Transport and Risk Assessment.	Apr-22	Sep-22 (Revised Due Date Mar-23)		
	Launch of system elements of Self-Audit and First Aid.	Sep-22	Jan-23 (Revised Due Date Mar-23)		
	Completion of Event Reporting upgrades.	Dec-22	Mar-23		
Purpose: To develop and implement a bespoke Health and Safety Management System that meets the needs of SFRS.					

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
Implement Year 2 Actions from the Carbon Management Plan 2020-2025	Install Electric Vehicle Charging to corporate hubs and rural wholetime stations with Watch Managers.	Apr-21	Mar-23	Finance and Contractual Services	SR8, SR7, SR6, SR4
	Photo voltaic installations to corporate hubs and larger wholetime stations.	Apr-21	Mar-23		
	Installation of Building Management Systems to larger premises.	Apr-21	Mar-23		
Purpose: Our Carbon Management Plan, in response to the Scottish Government's Emergency Climate, is a legislative commitment. This action will see delivery of our Year 2 actions within the Plan which seek to reduce our carbon footprint and provide a cleaner environment to the communities of Scotland.					

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
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Integrate business case process with Portfolio lifecycle phases.	Jul-22	Sep-22 (Revised Due Date Mar-23)	Service Development	SR7, SR8
	Design Portfolio roles and responsibilities.	Apr-22	Jun-22 (Completed)		
	Refresh, renew and integrate Portfolio governance.	Jan-22	Jun-22 (Completed)		
	Implement and embed interim tooling.	Jan-22	Jun-22 (Revised date Dec-22)		
	Design Portfolio prioritisation and selection process.	Jul-22	Sep-22 (Revised Due Date Mar-23)		

Purpose: The purpose of introducing and implementing a consistent and repeatable approach to Portfolio, Project and Programme Management out in full. Is to ensure that progress both at an individual and collective level across the change portfolio is regularly monitored against our delivery baselines which helps to ensure that delivery stays on track and that the change portfolio remains strategically aligned as well as relevant and reflective of best value for the SFRS.

SO5: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Establish a Benefits Management Strategy.	Feb-22	Apr-22 (Revised Due Date Mar-23)	Service Development	SR7
	Establish a Benefits Management Process and Categorisation.	Jul-22	Sep-22 (Revised Due Date Dec-22)		

	Integrate Benefits Management Process with Business Case Process.	Jul-22	Sep-22 (Revised Due Date Jan-23)		
	Develop a Benefits Management Tool that allows for Forecasting and Mapping.	Aug-22	Sep-22 (Completed)		
	Develop Benefits Management Reporting and KPIs.	Jul-22	Sep-22 (Revised Due Date Mar-23)		
	Integrate Benefits Tracking across the Business Change Lifecycle.	Oct-22	Dec-22		

Purpose: The purpose of our Management of Value Framework is to clearly identify and manage the benefits anticipated and to be realised from across the change portfolio, helping to inform the decision-making process in selecting new change initiatives and ensuring SFRS make best use of scarce organisational resource and that each project and programme adds value and contributes directly to the overall strategic objectives and outcomes defined by SFRS.

SO5: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Design and Implement a Continuous Improvement Framework across SFRS.	Develop a Continuous Improvement and Quality Strategy.	Jan-22	Jun-22 (Revised Date Jan-23)	Service Development	SR8
	Develop a Self-Assessment Process and Reporting format.	Mar-22	Jun-22 (Revised date Mar-23)		
	Establish a suite of Continuous Improvement Processes and Tools.	Jul-22	Dec-22 (Revised date Mar-23)		
	Determine Organisational Quality Management System (QMS) Capability and Readiness.	Oct-22	Dec-22 (To be carried forward into 23/24)		
	Design a Quality Management System (QMS) for purposes of 'Implementation & Pilot'.	Jan-23	Jun-23		

Purpose: The purpose of a consistent approach to Continuous Improvement and Quality will enable SFRS to deliver best value by taking a continuous approach to improvement and optimise the ways in which we operate and the services we provide, whilst focusing on the reduction of waste and cost, and the increase of commitment and engagement from our employees in the pursuit of the outcomes we aim to achieve resulting in improved public satisfaction of the SFRS and realisation of 'Best Value'.

SO5: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Determine next steps based on recommendations of feasibility study and begin preparation work for changes proposed – Human Resources / Scottish Government Engagement.	Jan-22	Apr-22 (Completed)	Finance and Contractual Services	SR7, SR4
	Consult with members and select LGPS provider.	Mar-22	Jul-22 (Completed)		
	Consult with Representative Bodies	Jul-22	Sept-22 (Completed)		
	Review and consolidate.	Sept-22	Mar-23 (To be carried forward into 23/24)		

Purpose: The Service currently administers multiple Pensions under the Local Government Pension Scheme (LGPS). This action would reduce that administrative burden by exploring opportunities to consolidate LGPS membership and ensure that we achieve best value for employer contributions.

SO5: Action 5	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.	Complete actions from annual penetration test.	Apr-22	Mar-23	Service Development	SR6, SR5
	Develop and implement annual cyber security training refresh for all staff.	Apr-22	Mar-23		
	Procure and commence implementation of Security Information and Event Management (SIEM) solution (assuming funding business case approve)	Apr-22	Mar-23		

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 6	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Deliver Strategic Workforce Planning and Resourcing.	Strengthen and continually review our approach to Strategic Resource Planning, ensuring that SFRS current and future workforce needs are understood and planned for.	Apr-20	Mar-23	People and Organisational Development	SR 5
	Develop and deliver a recovery strategy for all staff groups to address impact of reduced resourcing activity due to the Covid-19 pandemic.	Apr-21	Mar-23		
Purpose: This action will ensure a strategic focus is maintained on our ability to have our workforce resourced to deliver our statutory responsibilities.					

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
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Engage with stakeholders across SFRS to develop and roll out the organisation's People Strategy, linked to the Long-Term Vision and refreshed Corporate Strategy.	Apr-22	Mar-23	People and Organisational Development	SR5
	Identify and implement any changes to People and Organisational Development's structures, capabilities and ways of working required to deliver the People Strategy.	Apr-22	Mar-23		

	Implement the Building the Future Together Programme (Organisational Effectiveness and Staff Engagement Framework) enabling the foundation and conditions for the delivery of the Future Vision.	Oct-20	Sep-23		

Purpose: This action will see the implementation of the Building the Future Together Programme. This Framework aims to create the environment and conditions to support our workforce to think innovatively, empower our leaders, build on our skills, competencies and behaviours and deliver a Service that is 'fit for the future'. All of this must be built on a foundation of clear vision, structures, systems and processes to ensure that our organisational infrastructure can support the future direction of travel. Development of the SFRS People Strategy will clearly articulate the POD priorities and programme of work that underpin achievement of the objectives within the Corporate Strategy, aligned to the Long-Term Vision. The review of POD's structure, roles, capabilities and ways of working will ensure the team is set up to effectively deliver against the agreed strategic priorities.

SO6: Action 2	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	Implement a wellbeing champion network across SFRS that will enable a proactive approach to help tackle the stigma of mental ill health support and support early intervention.	Apr-22	Apr-23	People and Organisational Development	SR4, SR5
	Review the Health and Wellbeing Team Structure to create a more preventative and responsive approach to support the wider wellbeing agenda.	Apr-22	Oct-23		
	Implement a range of platforms that encourage and enable staff to access wellbeing resources that meet their individual needs.	Apr-22	Mar-24		

Purpose: This action will help to ensure that the mental and physical health and wellbeing of our staff is supported by providing early and ongoing tools and interventions that support our workforce. It also aims to develop a culture of openness and stigma reduction by providing mental health awareness and training to support managers' awareness of mental health issues and provide guidance on how to support employees.

SO6: Action 3	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Develop a SFRS Communications and Engagement Strategy for 2021-23.	Publish final Communications and Engagement Strategy.	Jan-22	May-22 (Revised due date TBC)	Strategic Planning, Performance and Communications	SR8

Purpose: This action will provide a document that outlines how we plan to communication with our staff, the public and our stakeholders. The Strategy aims to improve communications to these groups leading to them being better informed and engaged with our activities and messaging.

SO6: Action 4	Milestone	Start Date	End Date	Lead Directorate	Link to Strategic Risk
Further enhance the management of risk to safety within the operational environment.	Development of a Management of Operational Risk Policy and Operational Guidance.	Apr-22	Jun-22 (Completed)	Training, Safety and Assurance (TSA)	SR 4, SR 5
	Development of an overarching Management of Risk at Operational Incidents Management Arrangement.	Apri-22	Jun-22 (Completed)		
	Formal consultation and review.	Jul-22	Sep-22 (Revised Due Date Mar-23)		
	Implementation.	Oct-22	Mar-23		

Purpose: To promote a holistic approach to the management of risk with regard to Firefighter safety.

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
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Provide Quarter 1 progress report to SFRS ESN Project Board.	Mar-22	Jun-22 (Completed)	Service Development	SR1, SR6
	Provide Quarter 2 progress report to SFRS ESN Project Board.	Jul-22	Sep-22 (Completed)		
	Provide Quarter 3 progress report to SFRS ESN Project Board.	Oct-22	Dec-22		
	Provide Quarter 4 progress report to SFRS ESN Project Board.	Jan-23	Mar-23		
Purpose: The Emergency Services Network (ESN) is the output of a UK Home Office programme to replace the current emergency services' critical communications system, Airwave. The current planned timescale for implementation in SFRS and the other Scottish emergency services is Quarter 2 2024 to Quarter 4 2025.					

Appendix 1: Strategic Risks Table

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.

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