

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

ANNUAL OPERATING PLAN PROGRESS REPORT

Quarter 3 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

This report shows how we are performing against our Annual Operating Plan Actions which form part of the [SFRS Three Year Delivery Plan](#).

Section 1 – Executive Summary

This section provides an overview summary of the progress of our Annual Operating Plan actions.

Section 2 - Performance Dashboard and Exception Report

This section provides more detail on the RAG scoring of each of the annual operating actions.

- **Red** indicates an activity is **not progressing as planned**.
- **Amber** suggests that an activity is **slightly off track**.
- **Green** indicates everything is **progressing as planned**.
- **Blue** indicates an activity is **complete**.

This section also provides a commentary against any Annual Operating Plan actions that have been allocated a red or amber RAG status and, as such, are not progressing as planned (exceptions). This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring the action and milestones back on track. If the action is green and on track or blue and complete, no further information has been provided.

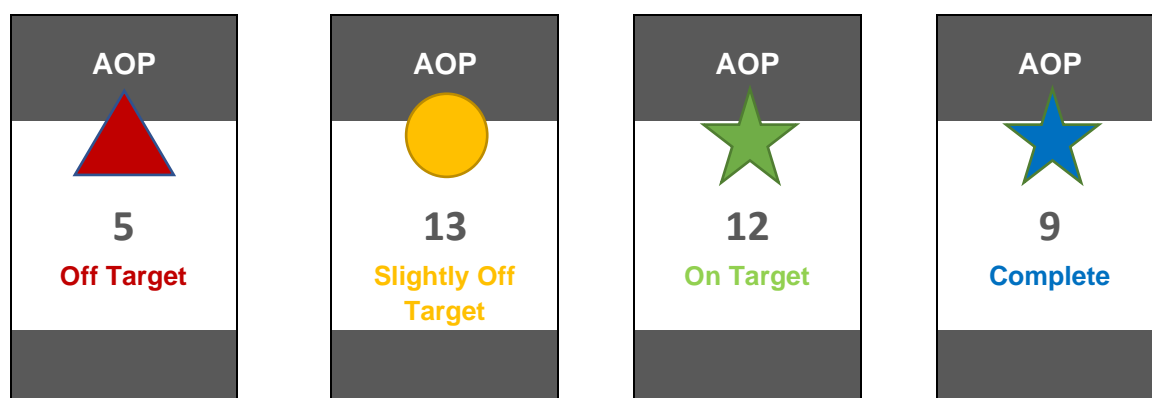
Further details of the actions are contained in the Annual Operating Plan 2024/25 section of the [‘SFRS Three Year Delivery Plan’](#).

Section 3 – Residual Annual Operating Plan Action

This section provides commentary against any actions that have been carried forward from previous Annual Operating Plans. These actions will remain within the report until completion and are reported against original due dates. As such, each outstanding action will have a red RAG status until completed.

Section 1: Executive Summary

Annual Operating Plan 2024/25 RAG Totals



Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Implementation of Prevention, Protection and Preparedness development pathway.	Prevention, Protection and Preparedness	01/12/2024	31/05/2026	0%	★
Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness.	Prevention, Protection and Preparedness	01/04/2024	31/03/2025	55%	●
<p>Exception reporting for Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness:</p> <p>Completion of this action will be dependent on the development of the new Prevention, Protection and Preparedness Strategy. The Strategy will include Performance and Evaluation Frameworks; will be designed to complement and align with the ongoing Key Performance Indicators review; and provide new interim Key Performance Indicators to monitor progress and maintain focus on key performance areas during the development of the strategy and frameworks.</p> <p>This action is marked amber due to the current slip in timescales, with the following milestones due dates being revised:</p> <ul style="list-style-type: none"> Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners: Proposed revised due date from December 2024 to March 2025. <p>It is anticipated that the following milestones will not be completed by the end of the reporting year:</p> <ul style="list-style-type: none"> Undertake review of Prevention, Protection and Preparedness strategy, governance and structures with external and internal partners to inform / propose amended and appropriate responsibility and accountability protocols and controls: It is likely that this milestone will exceed the due date of March 2025. A revised date will be provided next Quarter. Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements: It is likely that this milestone will exceed the due date of March 2025. A revised date will be provided next Quarter. <p>This action will therefore exceed the overall due date of March 2025. A revised due date will be provided in the next quarter.</p>					

Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.	Prevention, Protection and Preparedness	01/06/2024	31/03/2025	40%	●
<p>Exception reporting for Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills:</p> <p>Current training provisions have been established as regular occurrences as part of the Learning Needs Analysis request for 2025. Work is continuing to provide a resolution for the Auditing Officer Job Evaluation process that will outline the potential future development pathway for Fire Safety Enforcement and indeed the wider development pathway for Prevention, Protection and Preparedness. This will be further expanded within the Prevention, Protection and Preparedness Strategy as this is in its early stages of development.</p> <p>Support for Prevention, Protection and Preparedness training is reflected in Strategic Service Review Programme (SSRP) and will require wider Service support (funding, creation and delivery). Training and development of staff will form part of the Strategy / Function Plans. This will also need to tie in with the Management Development Framework (MDF).</p> <p>Current associated costs for training have been established though this will continue to be expanded upon during the development of the Prevention, Protection and Preparedness (PPP) Strategy and to account for additional provisions because of external influences such as the Grenfell Tower Inquiry Action Plan.</p> <p>This action is amber due to the slip in timescales due to resourcing constraints. Completion of this action will also be dependent on the development of the new Prevention, Protection and Preparedness Strategy.</p> <p>As such it is anticipated that this action will exceed the overall due date of March 2025. Revised due dates will be provided in the next quarter.</p>					

Strategic Outcome 2: Response

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Continue implementation of the Digital Fireground Radio Project.	Finance & Contractual Services / Operational Delivery	01/04/2024	31/03/2025	100%	★

Procure New Mobilising System and commence implementation plan following configuration and testing.	Prevention, Protection & Preparedness/ Operations Delivery	01/04/2024	31/12/2024	100%	★
Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment.	Finance & Contractual Services / Operational Delivery	01/04/2024	30/07/2025	60%	★
Implementation of the Strategic Service Review Programme: Service Delivery Review*. <i>*This programme update it based on the milestone activity for this year only.</i>	Operational Delivery	01/06/2024	30/11/2024 to 31/05/2025	80%	★
Develop a future model for specialist operational response capabilities that align with the National Fire Resilience programme.	Operational Delivery	01/04/2024	31/03/2025 now 31/12/2025	60%	●

Exception reporting for Develop a future model for specialist operational response capabilities that align with the National Fire Resilience Programme:

The review of specialist capabilities has continued to progress with self-assessment submissions now having been reviewed for Enhanced Logistical Support and High Volume Pump, which includes recommendations to be progressed through the relevant Scottish National Users Group.

The outcomes of the Capability Assurance Programme will be linked to the Capability Strategy, which will start to be developed during Quarter 4. As part of the Capability Assurance Programme, the Year 1 self-assurance findings reports have been collated and issued to capability leads. The findings and recommendations have been shared with Scottish National Users Group Leads to progress. Year 2 documentation has been issued for High Volume Pump (HVP) and Enhanced Logistical Support. Remaining Capabilities continue programmed in line with the Framework. This will support the development of the Capability Strategy, which will be started in Quarter 4.

The ongoing Capability Assurance Process will assist in the development of the Capability Strategy. Due to changes in personnel, this has not yet been started but will be prioritised in Quarter 4.

This action has been marked amber as the review is an ongoing process. Milestone delivery has slipped in this Quarter, with the following milestone due date requiring to be revised:

Milestone 1: Carry out a review of specialist capabilities: **A revised due date for this milestone is proposed from September 2024 to December 2025.**

This action will therefore exceed the overall initial due date of March 2025 with a proposed revised due date of December 2025. The Directorate has provided assurance that the work can be completed within this new timescale.

Delivery of the On Call Improvement Programme outcomes.	Operational Delivery	01/04/2024	31/12/2024 now 31/03/2025	70%	●
<p>Exception reporting for Delivery of the On Call Improvement Programme outcomes:</p> <p>The challenges experienced in Quarter 2 have continued in to Quarter 3, but there has been positive progress made against the milestones associated with this action. The acceptance of the Retained Duty System Terms and Conditions has been a welcome outcome in Quarter 3 and will now allow for the Bank Worker Scheme to be progressed and a national position adopted. An interim Procedure for On Call to Wholetime Duty System Migration has been agreed and engagement with the Training Function has resulted in a reviewed Transition Course timetable syllabus (for a 3-week course) to be developed. Capacity issues with the Training Function has meant that the Modularised Breathing Apparatus Pilot has not yet been initiated, but ongoing engagement with the Training Function continues to identify opportunities for this to be launched.</p> <p>In terms of the inclusion in the policy of an On Call to Wholetime Duty System Migration Pathway work is underway. The syllabus for the January 20th Transition Course is nearing finalisation and the Migration Short Life Working Group has developed an interim Migration Procedure and Supporting Guidance (in lieu of a formal Policy inclusion being made). Progress has been made regarding the route to competency for Migration Candidates, with greater clarity being provided on the timescales for achieving the SVQ Level 3 qualification.</p> <p>Progress in Quarter 3 regarding the evaluation of the On Call Bank Rostering Scheme Pilots was temporarily halted due to the ongoing engagement and ballot regarding the SFRS RDS Terms and Conditions and the need to ensure that any resulting Bank Working Scheme arrangements were compliant and reflective of these agreed terms and conditions. The acceptance of these terms and conditions will now allow for the Bank Working Scheme action to be drawn to conclusion.</p> <p>Work towards the introduction of Pre-Recruitment Engagement Programme (PREP) has begun. The PREP2 evaluation is now underway, with evaluation feedback being sought from On Call personnel/candidates, as well as key stakeholders involved in the process. This evaluation will result in a recommendation report being produced in Quarter 4 of 2025 on how PREP2 can be implemented. There has been some slippage with this work due to personnel changes and resulting rebalancing of workstreams.</p> <p>The final Modular Task and Task Management (TTM) courses are due to conclude in East and West Dunbartonshire, Argyll and Bute in January 2025 and the full evaluation will be completed thereafter to make the necessary recommendations for implementing Modular TTM as an accepted method of training delivery for the On Call within SFRS. Decision has been made at On Call Strategic Coordination Group that Clackmannanshire, Fife and Stirling (CFS) do not have the capacity to hold a Modular Task ad Task Management course and that the East and West Dunbartonshire, Argyll and Bute Pilot will form the basis of the evaluation report. There has been no change regarding the Modular Breathing Apparatus Course, which continues to face challenges due to capacity issues with the Training Function and, as a result, no progress has been made, however Operations Function will continue to prioritise this work moving forward.</p> <p>This action has been marked amber as the review is an ongoing process. Milestone delivery has slipped in this Quarter as a result of personnel changes, a rebalancing of workstreams, a temporary halt in some tasks and capacity issues within the Training Function, with the following milestone due dates requiring to be revised:</p> <p>Milestone 2: Evaluation of the On Call Bank Rostering Scheme Pilots. A revised due date for this milestone is proposed from July 2024 to March 2025.</p> <p>Milestone 3: Introduction of Pre-Recruitment Engagement Programme (PREP) 2. A revised due date for this milestone is proposed from December 2024 to March 2025.</p> <p>Milestone 4: Introduction of modularised Task and Task Management and Breathing Apparatus training on a pilot basis: A revised due date for this milestone is proposed from December 2024 to March 2025 however it is likely that work will extend beyond this timescale because of capacity issues within the Training Function.</p>					

This action has therefore exceeded the overall initial due date of December 2024: **A proposed revised due date of March 2025 has been given and the Directorate has provided assurance that the work can be completed within this new timescale.**

Strategic Outcome 3: Innovation and Modernisation

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop Business Case for funding for community resilience hubs.	Finance & Contractual Services	01/04/2024	30/06/2024	100%	★
Progress Emergency Services Mobile Communications Programme (ESMCP): SFRS In-Vehicle Systems Project.	Finance & Contractual Services	01/04/2024	30/09/2026	60%	★

Strategic Outcome 4: Climate Change

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Commence work to enhance the capabilities of Building Managements Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity.	Finance & Contractual Services.	01/04/2024	31/03/2025	30%	●

Exception reporting for Commence work to enhance the capabilities of Building Management Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity:

The three contractors concerned to enhance capabilities of the Building Management System are primed and ready for hook up once connections are provided. Work to carry out a procurement exercise has been delayed. The Procurement phase of this work is unable to commence due to ongoing technical and commercial discussions with the existing Service Delivery Wide Area Network supplier to find a workable solution that they can provide.

No installation dates for the Internet of Things network can be agreed until such times as the supplier provides a workable solution to address the current Internet of Things devices used by SFRS.

There has been some slippage of the implementation of the pilot project to connect remotely to heating systems utilising Internet of Things technology since provisional pilot dates are completely dependent upon the supplier being able to design a workable solution.

This action has been marked amber as there has been slippage in three of the related milestones in this Quarter pending working solutions being forthcoming from suppliers. The following milestones due date require to be revised:

Milestone 2: Carry out procurement exercise: **A revised due date for this milestone is proposed from December 2024 to February 2025.**

Milestone 3: Installation of Internet of Things network: **A revised due date for this milestone is proposed from February 2025 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Strategic Outcome 5: Effective Governance and Performance

We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	31/03/2025	80%	★
Development of the SFRS Strategic Plan 2025-28 for consultation.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/2025	90%	★
Continue delivery of the Rostering Project.	Operational Delivery	01/04/2024	31/07/2025	85%	★
Delivery of the Strategic Service Review Programme: Corporate Services Review*. <i>*This programme update it based on the milestone activity for this year only.</i>	People, Strategic Planning, Performance & Communications, & Corporate Services	01/04/2024	31/03/2026	80%	★
Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton).	Finance & Contractual Services	01/04/2024	31/03/2025	95%	★
Continue delivery of the People, Payroll, Finance and Training Project.	People	31/05/2024	31/12/2024 now 30/06/2025	35%	●

Exception reporting for People, Payroll, Finance and Training Project:

The Change Portfolio Investment Group has approved the Project to proceed to the Discovery Phase with Scottish Government Shared Services Programme, with work to be completed in the final quarter of 2024/25 following receipt of a detailed proposal and phase plan.

Discussions have been held with Scottish Government Shared Services Programme regarding the need for outline Business Case collaboration and identification of benefits. SFRS resources to support this work have been identified. Scottish Government are aligning further resources to support this work also.

Work on the Memorandum of Understanding or the SFRS-led procurement are dependent on the Outline Business Case, and a decision on the direction of project.

This action has been marked amber as there has been slippage during this Quarter pending project decisions and work regarding the Outline Business Case.

Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.	Finance & Contractual Services	01/04/2024	31/03/2025	60%	●
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Exception reporting for Restructures within Finance and Procurement, Fleet and ICT:

ICT - A role matching and costing exercise has been undertaken. A meeting with Trade Unions was scheduled and took place on 03 December 2024 to discuss matching and next steps. The ICT Senior Management Team have now commenced work on market allowances. There is a need to identify which new roles will need a Modern Apprenticeship, and this work must be completed before the restructure can be implemented.

Finance and Procurement - Discussions continue with managers to agree proposals which are scheduled for Quarter 4 when costings will be reviewed, and next steps will commence. The ongoing communications with People Advisors continue.

Fleet - A proposed restructure has been completed with job evaluation for new positions including finalised grades and job descriptions. A report was presented to the Strategic Leadership Team and approval to proceed granted on 08 November 2024. Staff Group consultation has commenced with a timeline for completion by April 2025.

This action has been marked amber as milestone delivery has slipped in this Quarter. The following milestone due date requires to be revised:

Milestone 2: Liaise with Support Staff Representative Bodies on proposals: **Proposed second revised due date from December 2024 to March 2025.**

Milestone 3: Seek approval for structure proposals: **Proposed second revised due date from December 2024 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Deliver the pilot Community Resilience Hub at Portree (Phase 1).	Finance & Contractual Services	01/04/2024	31/03/2025	75%	●
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Exception reporting for Delivery the pilot Community Resilience Hub at Portree (Phase 1):

The landowner for the preferred site has withdrawn from negotiations and the project is now on hold. A new site search is being initiated to try and identify a suitable alternative site.

Work to conclude the Project Agreement Document, including technical studies and design following detailed engagement with Service Delivery and Training colleagues has slipped in timescale. Engagement with Service Delivery and Training colleagues has commenced and a workshop has been held with the Hub North.

This action is amber due to the slip in timescales due to the landowner for the preferred site withdrawing from negotiations.

Completion of this action will also be dependent on conclusion of the Project Agreement Document.

As such it is anticipated that this action will exceed the overall due date of March 2025. Revised due dates will be provided in the next quarter.

Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/25	45%	●
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Exception reporting for Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies:

A paper was presented to the Strategic Leadership Team on 17 December 2024 requesting approval to seek external assistance with the development of a Digital, Data and Technology (DDaT) Strategy. This has been approved and in Quarter 4 we will engage with 3 or 4 suppliers seeking interest to develop this piece of work.

In terms of undertaking a Service-wide stakeholder engagement programme, ICT and Business Intelligence have discussed the question sets likely to form the basis for a Service-wide survey, however, this is likely to be delayed as we now seek external support to deliver the strategy.

Work to develop a draft of the Digital Data and Technology Strategy has not yet started and is likely to be delayed and carried forward into 2025/26 as we now seek external support to deliver the strategy.

This action has been marked amber as milestone delivery has slipped in this Quarter. It is likely that this action will require to be carried forward into 2025/26.

Strategic Outcome 6: People

The experience of those who work for SFRS improves as we are the best employer we can be.

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Progress standardisation of Terms & Conditions (T&Cs) for remaining employee groups.	People	01/07/2024	31/03/2025	100%	★

Conduct a review of the current Employee Benefits provisions and consider options to further enhance them.	People	01/04/2024	30/09/2024	100%	★
Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff.	Training, Safety & Assurance	01/04/2024	31/03/2025	100%	★
Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28.	Training, Safety & Assurance	01/04/2024	31/03/2025	100%	★
Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation.	Training, Safety & Assurance	01/04/2024	31/03/2025	100%	★
Develop the Service Asset Management Plan: Training.	Finance & Contractual Services	01/04/2024	31/01/2025	100%	★
SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.	People	01/04/2024	31/03/2025	90%	★
Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures.	Training, Safety & Assurance	01/04/2024	31/03/2025	70%	●

Exception reporting for Lead on contaminants management:

SFRS continues to progress with the CivTech Innovation Accelerator Programme. SFRS are collaborating with Prof. Anna Stec for 15 weeks on her proposed product.

Approximately 90% of the operational reserve Personal Protective Equipment (PPE) has been received by SFRS and we are pending receipt of the training reserve. Cages/rails are being progressed via property with all the required rails/cages information being supplied from the survey results. These are due to be ordered soon. External PPE boxes for dirty PPE have been purchased.

We have received approximately 50% of the Specific Premises Risk Assessment Checklist.


Approximately 45% of initial proposed zoning have been returned. Due to challenges arising, they have yet to be verified. Engagement is ongoing with National Fire Chiefs Council (NFCC), other UK FRS to address challenges arising from zoning.

This action is progressing; however, it has been marked amber. Milestone delivery has slipped in this Quarter with the following milestone due dates requiring to be revised:

Milestone 2: Support Business Partners with the development of Specific Risk Assessments: **Proposed revised due date from January 2025 to March 2025.**

Milestone 3: Support Business Partners with the development and implementation of Station Zoning Requirements: **Proposed revised due date from January 2025 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Develop and publish SFRS Safety and Assurance Vision and Strategy.	Training, Safety & Assurance	01/04/2024	30/09/2024 now 31/03/2025	55%	
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Exception reporting for Safety and Assurance Vision and Strategy:

Development of the draft Safety and Assurance Vision and Strategy has been completed and revised. A Training, Safety and Assurance Workshop was held early January 2025 to assist with its direction. The document started the governance process in August 2024 and the progression has been delayed due to amendments being required.

This action is progressing, however, there has been some slippage in milestones as a result of work to ensure that the vision is consistent with the overall Directorate direction. It has been marked amber due to the slip in timescales and revised due dates for the following milestones have been proposed:

Milestone 1: Develop SFRS Safety and Assurance Vision and Strategy: **Proposed revised due date from December 2024 to March 2025.**

The Directorate has provided assurance that the work can be completed within this new timescale.

Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA).	People	01/04/2024	31/03/2025	65%	
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Exception reporting for Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA):

Regular meetings with Scottish Public Pensions Agency (SPPA) teams are continuing on a weekly basis.

The issuing of "Expression of Interest" letters to those in scope for Matthews 2nd Option has been completed, and returns have been collated and forwarded to the Scottish Public Pensions Agency (SPPA).

Processes and communications to those expressing interest in claiming Ill-health and Death benefits are in progress.

Analysis of those in-scope for multiple pension remedies has been completed, and development of processes and timetables for phased issue of formal individual calculations of benefits/costs are being developed.

The current plan to issue these to those affected by only a single pension issue by the end of January, followed by those affected by multiple issues in February and March 2025.

The communication strategy concerning Matthews is now almost complete.

Development of joint Scottish Public Pension Agency and Scottish Fire and Rescue Service Communication Strategy on McCloud Sargeant and Booth Bradshaw to follow the completion of Scottish Public Pension Agency (SPPA) Project plans to deliver these remedies. Reconciliation of CPD pay data almost complete, with projected completion date within Quarter 4.

This action has been marked amber with remaining milestones making progress, however completion is dependent on the Scottish Public Pensions Agency (SPPA) project plans being finalised.

Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation.	People	01/04/2025	31/03/2025	5%	●
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Exception reporting for Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation:

No further work has been progressed. No initial internal paper has yet been submitted through governance as there has been significant discussion at UK Government level regarding the implications of the EU General Safety Regulation (GSR) for the industry and current difficulties in recruiting drivers. Consequently, the Governments' position at present is that with the effect of July 2024, new vehicles over 7.5 tonnes must be equipped/fitted with Alcostop but not required to be applied until circa 2026. The timeline for the SFRS Light Fleet Review Governance paper being prepared by Asset Management colleagues to be confirmed.

People Directorate continue working with Asset Management to fully understand the requirements and timescales.

As work is ongoing at UK Government level on the implications of the EU General Safety Regulation (GSR), the time frames for statutory compliance are still unconfirmed.

This action is on hold. It has been marked amber due to no further work having been progressed as work is subject to statutory timescales being defined by UK Government and because of conflicting priorities and resourcing/capacity issues faced by Wellbeing colleagues to undertake initial scoping.

It is likely that this work may be deferred until 2025/26.

Enhance approach to delivery and management of SVQs and Modern Apprenticeships.	People	01/04/2024	31/03/2025 now 31/12/2025	40%	●
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Exception reporting for Management of SVQs Modern Apprenticeships

The Modern Apprenticeship (MA) Programme Policy and Process review and development work continues. Significant work has commenced reviewing internal compliance and quality assurance protocols. His Majesty's Inspectorate for Education (HMIE) review highlighted 7 key themes for development which have been incorporated into the Modern Apprenticeship (MA) Programme Quality Action Plan. The Modern Apprenticeship (MA) Team is now at the full complement of resource with the compliance role and Watch Commander role in place.

This action has been marked red as milestone delivery has slipped in this Quarter with the following milestone due dates requiring to be revised:

Milestone 3: Review the Wholtime Firefighter Modern Apprenticeship and scope requirements for wider Modern Apprenticeship opportunities for other SFRS roles: **A revised due date is proposed from March 2025 to December 2025.**

Milestone 4: Review the Trainee Firefighter Development Programme Policy and associated guidance: **A revised due date for this milestone is proposed from December 2024 to March 2025.**

Develop the SFRS Wellbeing Framework.	People	01/07/2024	31/03/2025	0%	●
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Exception reporting for SFRS Wellbeing Framework:

No progress has been made in this quarter due to other emerging wellbeing priorities.

This action has been marked red due to the slip forecasted in original timescales and it is likely that work for both the milestones related to the action may need to be deferred until 2025/26.

Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice.	People	01/04/2024	30/09/2025	5%	●
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Exception reporting for Health Surveillance:

The Wellbeing Audit has resulted in the creation of a working group responsible for agreeing and implementing a recovery plan to address the outcomes. The previous 3-year schedule will be re-planned in line with the recovery plan. This has resulted in the introduction of asbestos medicals.

The focus on the Wellbeing recovery plan combined with resource and capacity challenges within Wellbeing has had a significant impact on the ability to progress the development and implementation of a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals.

Work has commenced to accelerate the development of a Health Surveillance Policy to support the assessment recovery plan. An initial version will be produced in Quarter 4. This will be subject to ongoing monitoring and review based on the outcomes of the expected publication of current research.

In terms of considering the recommendations from the joint University of Central Lancashire and FBU research and implications for the ongoing approach to health surveillance, we continue to await recommendations from UCLan.

This action has been marked red due to the slip forecasted in original timescales. It is likely that work for both the milestones related to the action may need to be deferred until 2025/26.

Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR).	People	01/04/2024	30/06/2025	35%	●
<p>Exception reporting for Mainstreaming Equality, Diversity, Inclusion and Human Rights:</p> <p>Progression of the activities to enhance the approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR) has been impacted by the requirement to reassign Equality, Diversity and Inclusion (EDI) Team resources to support the Service Delivery Review. This impact is expected to last throughout Quarter 4 and into 2025/26.</p> <p>Work to implement renewed Equality and Human Rights Impact Assessment Process was paused during Quarter 3 due to the realignment of Equality, Diversity and Inclusion (EDI) Team resources to support Service Delivery Review (SDR). This work will be progressed during Quarter 4 subject to the appointment of additional Equality, Diversity and Inclusion (EDI) support to the Service Delivery Review (SDR) project.</p> <p>Launch of the renewed Equality Partnership Group has been postponed to Quarter 4 due to realignment of Equality, Diversity and Inclusion (EDI) Team resources to support Service Delivery Review (SDR). This work will be progressed in Quarter 4.</p> <p>This action is marked red due to the current slip in timescales, with the following amendments to milestone due dates being proposed:</p> <p>Milestone 2: Work to enhance the role of the Equality Partnership Group through revised terms of reference: Deferred until 2025/26 due to the need to reprioritise the Equality, Diversity and Inclusion (EDI) Team to support the Service Delivery Review programme.</p> <p>Milestone 4: Review and embed role of Senior Equality Champions: Proposed second revised due date from March 2025 to 2025/26.</p>					

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.	Strategic Planning Performance & Communications	01/04/2024	31/03/2025	80%	★
Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.	Strategic Planning Performance & Communications	01/06/2024	31/03/2025	80%	★
Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.	Strategic Planning Performance & Communications	01/04/2024	31/12/2024 Now 30/06/2025	40%	●

Exception reporting Engagement and Consultation Plan:

Work to complete the options development and appraisal is ongoing with the Impact Assessments having now been completed. A Hurdle Criteria session will take place in Quarter 4 and the Evaluation Session (Balanced room) has been scheduled for the week beginning 25 April 2025. In terms of the public consultation, this cannot begin until the Options Development process has been completed.

This action is progressing; however, it has been marked red as milestone delivery has slipped in this Quarter.

The Directorate has provided assurance that the work can be completed within the previously agreed timescale.

Section 3: Residual AOP Actions from 2022/23 & 2023/24

AOP Year	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2022/23	Delivery of the Document Conversion Project.	Operational Delivery	31/03/23	31/08/2024 To 31/04/2025 To 30/06/2025	▲	<p>The Document Conversion Project (DCP) continues to progress effectively.</p> <p>Phase 1 ("All Incidents Package"): Uploaded on 28th October 2024, this package is currently in the familiarisation period, which runs until 3rd January 2025, when it will officially go live.</p> <p>Phase 2 ("Fires and Firefighting Package"): Development is on schedule for release in Quarter 4 2024/25. This phase now includes the parallel development of the Generic Risk Assessment (GRA) to ensure integration and alignment with operational requirements.</p> <p>Phase 3 ("Transport Work Packages"): Rescheduled for Quarter 1 2025/26 to better align with operational priorities.</p> <p>Phase 4 ("Hazmat Package"): Development remains on track, with a planned release in Quarter 2 2025/26.</p> <p>This action is 80% complete and progress is being made towards the previously agreed revised due date.</p>
2023/24	Review the SFRS Safety Training Delivery Model to identify opportunities to improve our people's safety and wellbeing.	Training, Safety and Assurance	31/03/2024	31/08/2024 To 31/03/2025	▲	<p>An Action Plan has been developed and is under review. This project has been impacted by staff turnover.</p> <p>This action is 70% complete. It is anticipated that it will be completed by March 2025</p>

2023/24	Modernise our property estate including improvements on dignified facilities and contaminant control.	Finance and Contractual Services	31/03/2024	31/03/2025	▲	<p>The demolition has been instructed and awaits de-energisation of site to allow commencement. Anticipated works will commence early in Quarter 4 and be completed prior to the end of the financial year.</p> <p>The Design for Liberton demolition and new build on the existing site is progressing.</p> <p>Planning has been submitted for the replacement Dalkeith Fire Station and Heads of Terms are being agreed for site purchase.</p> <p>The option to replace Portree is now on hold as the landowner no longer wishes to sell the site and new site search is being initiated. Works to remediate the Reinforced Autoclaved Aerated Concrete (RAAC) roof at Galashiels are underway and will complete this financial year.</p> <p>This action is 35% complete with work being undertaken to be completed during this financial year.</p>
2023/24	Strengthen the Service's overall assurance arrangements through the continued development of the Risk Management Framework.	Finance and Contractual Services	31/03/2024	30/06/2024 To 31/12/2024	▲	<p>Risk appetite statements for SFRS have now been agreed and this element of work is complete. Work will now be progressed on incorporating risk appetite within the risk dashboard from January 2025, with the first risk report, incorporating risk appetite, to be provided to the Audit and Risk Assurance Committee (ARAC) at the end of Quarter 4. Any remaining strengthening work will be continued as Business as Usual (BAU).</p> <p>This action has been marked blue and is now complete.</p> <p>The action is 100% complete and any remaining work will be continued as Business as Usual (BAU).</p>