

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# **ANNUAL OPERATING PLAN PROGRESS REPORT**

## **Quarter 4 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 has **not been completed** within the 2024/25 reporting period
- **Green** indicates an activity is **on track** towards an **original due date within the 2025/26** reporting period.
- **Blue** indicates an activity is **complete**.

This section also provides a commentary against any Annual Operating Plan actions that have been allocated a red 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. In relation to those actions that have been allocated a green RAG status, for the purposes of this year-end report, further information has been provided as work for these actions is ongoing towards an original due date within the 2025/26 reporting period. If the action is 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%	★
<b>Exception reporting for Implementation of Prevention, Protection and Preparedness development pathway:</b>  Work towards the implementation of a Prevention, Protection and Preparedness development pathway will be undertaken following the conclusion of SO1:2 (Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills) with the current due date being early 2026.  This action consists of one milestone which has always had a due date that exceeds the 2024/25 reporting period (May 2026) and therefore has been marked green.  There has been a slight delay in the commencement of this work pending the completion of elements of SO1:2 which were due to be completed in March 2025 and have a proposed revised due date of March 2026. This action is continuing to progress towards the original overall due date of May 2026 but may exceed this. Any revised due date will be provided during the quarterly reporting updates should this be required.  <ul style="list-style-type: none"> <li><b>This action has an original due date that exceeds the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date of 31 May 2026 provided).</b></li> </ul>					
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 <b>Revised</b> <b>31/10/2026</b>	60%	●
<b>Exception reporting for Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness:</b>  Delays with the Home Fire Safety Visit (HFSV) project have meant that revising future targets for relevant Prevention, Protection and Preparedness activity will require more evidence. Discussions are to be held with the wider Service on Key Performance Indicators (KPIs) and Performance Reporting.  The new Prevention Strategy has been drafted, after consultation with a wide range of stakeholders, including Board members, and is awaiting Board approval with the underpinning Functional Frameworks in development. Whilst the Strategic Service Review Programme (SSRP) workstream has yet to deliver, the Frameworks will lay out appropriate directorate structures to support an effective delivery model.					

As part of the Prevention Strategy, a Performance and Evaluation Framework will be produced. This will align with wider Service direction around performance and evaluation.

This action has exceeded the overall due date of March 2025, with three of the four milestones outstanding, and a revised overall due date of October 2026 has been proposed.


The following revised milestone due dates have been provided:

Milestone 2: Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners: **A revised due date for this milestone is proposed from March 2025 to October 2026.**

Milestone 3: 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: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

Milestone 4: Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements: **A revised due date for this milestone is proposed from March 2025 to October 2026.**

- **This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date of 31 October 2026 provided).**

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 Revised <b>31/03/2026</b>	65%	
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**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:**

Training continues to provide challenges for specialised skills within SFRS. Options are being explored, and significant funding requirements are being sought. The new Directorate Plan and associated Functional Plans will encompass the future intended direction for such training and the Directorate continues to engage on longer term solutions in learning provision for specialist skills. An interim plan is in place for short term provision, though the development and career pathway has yet to be established.

Work continues towards developing a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People Directorates, however, limited progress has been made since the previous quarter as resources have been limited due to significant legal workstreams, development of the Directorate strategy, and continuous pressures within the department. This work will also align with the Strategic Service Review Programme (SSRP) outcomes that are under development at this time, when a plan can be developed against resources available.

Limited progress has also been made since the previous quarter regarding investigating the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities. In addition, principles have been established to support further development of this work which have been discussed with our People colleagues.

This action has exceeded the overall due date of March 2025, with two of the four milestones outstanding, and a revised overall due date of March 2026 being proposed.

The following revised milestone due dates have been provided:

Milestone 2: Develop a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

Milestone 3: Investigate the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date of 31 March 2026 provided).

## 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%	★
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	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	31/07/2025	50%	★

**Exception reporting for Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment:**

A Watch Commander has now been appointed into post for the Self-Contained Breathing Apparatus (SCBA) project team, along with a Group Commander. An options paper was presented to the Service Delivery Board (SDB) where it was recommended that this paper be taken to the Enabling Infrastructure Board.

A supplier information day was held with three suppliers and market research work, including engagement with other UK Fire and Rescue Services, is being undertaken. A User Intelligence Group (UIG) will now be established slightly later in June 2025, and not March as originally planned.


This action consists of three milestones which have always had a due date that exceeds the 2024/25 reporting period (July 2025) and therefore has been marked green.

It is anticipated that this action will be completed within the overall due date of July 2025. Two of the three milestones are currently outstanding, with one of these requiring a revised due date.

The following revised milestone due date have been provided:

Milestone 2: Establish Self-Contained Breathing Apparatus (SCBA) Project team and User Intelligence Group: **A revised due date for this milestone is proposed from March 2025 to June 2025.**

- **This action has an original due date that exceeds the 2024/25 reporting period. It will be carried forward as an action in the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 July 2025 provided).**

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 31/12/2025 <b>Revised</b> <b>31/03/2026</b>	60%	
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**Exception reporting for Develop a future model for specialist operational response capabilities that align with the National Fire Resilience Programme:**

Response model reviews have been identified and are currently underway for the National Fire Resilience Scotland (NFRS) Capabilities Enhanced Logistical Support (ELS)/Command Support Unit (CSU) and Urban Search and Rescue (USAR). These have been instigated due to a combination of feedback from the Capability Assurance Programme and due to Scottish National Users Group (SNUG) / cross-Directorate feedback. The aim for both projects is to propose a future response model for Enhanced Logistical Support (ELS)/Command Support Unit (CSU) and Urban Search and Rescue (USAR) which supports an effective and efficient operational response for both disciplines.

The development of the National Fire Resilience Scotland Capability Strategy, which will be key to establishing a cyclical review of all National Fire Resilience Scotland Capabilities and proposing of effective and efficient response models, is delayed due to National Fire Resilience Scotland commitments supporting the Service Delivery Review Programme.

It is anticipated that this action will exceed the previously revised overall due date of December 2025, with both milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 1: Carry out a review of specialist capabilities: **A revised due date for this milestone is proposed from December 2025 to March 2026.**

Milestone 2: Produce recommendations for revised delivery model based upon available funding and resources: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- **This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026 provided).**

Delivery of the On Call Improvement Programme outcomes.	Operational Delivery	01/04/2024	31/12/2024 31/03/2025 <b>Revised 31/07/2025</b>	70%	
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**Exception reporting for Delivery of the On Call Improvement Programme outcomes:**

The ongoing challenge regarding the capacity of partners to support the On Call Improvement workstreams is still being experienced, however, positive progress is being made. The Dual Contractor Policy has now gone live, and this means that all supporting policies required as part of the RDS Terms and Conditions are now in use. This will serve as an enabler for the On Call Improvement workstreams. The Bank Working Scheme and On Call to Wholetime Duty System (WDS) Migration are now well advanced and will shortly be formally included in the SFRS policy. The evaluation of the Modular Task and Task Management (TTM) has been concluded, but the position remains unchanged regarding Modular Breathing Apparatus (BA), with capacity and infrastructure issues within the Training Function meaning that it has not been possible to progress this at this time.

This action has exceeded the previously revised overall due date of March 2025, with all four milestones outstanding, and a revised due date of May 2025 has been proposed.

The following revised milestone due dates have been provided:

Milestone 1: Inclusion in policy of an On Call to Wholetime Duty System Migration Pathway: **A revised due date for this milestone is proposed from March 2025 to May 2025** (now complete).

Milestone 2: Evaluation of the On Call Bank Rostering Scheme Pilots: **A revised due date for this milestone is proposed from March 2025 to May 2025** (now complete).

Milestone 3: Introduction of Pre-Recruitment Engagement Programme (PREP) 2: **A revised due date for this milestone is proposed from March 2025 to July 2025.**

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 March 2025 to May 2025** (now complete).

- **This action has not been fully completed within the 2024/25 reporting period. The remaining milestone (3) will be completed as business as usual until complete.**

### 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%	★

#### Exception reporting for Progress Emergency Services Mobile Communications Programme (ESMCP): SFRS In-Vehicle Systems Project.:

Fleet and Training Leads are now in place, both developing plans for their respective areas. Training on the MODAS software Train the Trainers has taken place and other training materials will be integrated on to the Learning Content Management System (LCMS).

Regarding the MODAS software developed for SFRS use, work is currently being undertaken to integrate the Operational Intelligence (OI) and Gazetteer (GAZ) databases. The Issue with GD92 Gateways connections to Airwave is under development. Once complete, the transition of the vehicle devices can commence.

Release 2 of the Samsung tablets to the Highlands and Local Senior Officers (LSO) along with the EE 800MHz SIMs are now complete. There has been positive feedback from users.

Minimal Viable Product release of MODAS (Guardian Fire) has now been agreed with Operations and is being prepared for User Acceptance Testing (UAT).

The number of Emergency Services Mobile Communication Programme (ESMCP) devices (Vehicle Handheld and desktop) required for Scottish Government Business case is currently under review with Operations.

This action consists of four milestones which have always had a due date that exceeds the 2024/25 reporting period (September 2026) and therefore has been marked green. It is anticipated that this action will be completed within the overall due date of September 2026. All four milestones are ongoing and one of these is currently overdue requiring a revised due date.

The following revised milestone due date has been provided:

Milestone 2: Commence integration of Operational Intelligence and Mobile Data System: **A revised due date for this milestone is proposed from February 2025 to August 2025.**



- This action has an original due date that exceeds the 2024/25 reporting period. It will be carried forward as an action in the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date 31 September 2026 provided).

#### 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 <b>Revised</b> <b>31/08/2025</b>	60%	●

#### 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:

Work to carry out the procurement exercise has not progressed as expected. Support from the external supplier has been limited despite numerous escalations. Further technical discussions have taken place with the supplier and some progress has been made, but we do not yet have a finalised technical proposal to allow the procurement exercise to be completed.

The ongoing delay to carry out the procurement exercise has negatively impacted the commencement of work required for the installation of Internet of Things (IOT) network and the implementation of the pilot project to connect remotely to heating systems utilising Internet of Things (IOT) technology.

This action has exceeded the original overall due date of March 2025, with three of the four milestones outstanding and a revised due date of August 2025 has been proposed.

The following revised milestone due dates have been provided:

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

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

Milestone 4: Implement pilot project to connect remotely to heating systems utilising Internet of Things (IOT) technology: **A revised due date for this milestone is proposed from March 2025 to August 2025.**

- This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date 31 August 2025 provided).

## 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	100%	★
Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/2025	100%	★
Development of the SFRS Strategic Plan 2025-28 for consultation.	Strategic Planning, Performance & Communications / ICT	01/04/2024	31/03/2025	100%	★
Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton).	Finance & Contractual Services	01/04/2024	31/03/2025	100%	★
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	100%	★
Continue delivery of the Rostering Project.	Operational Delivery	01/04/2024	31/07/2025	90%	★

### Exception reporting for Continue delivery of the Rostering Project:

The Scottish Government Digital Scotland Service Standard (DSSS) Assessment Action Plan has been submitted for scrutiny to the Digital Assurance Office (DAO) as per the deadline of 31 March 2025. The assessments went well and recommendations from the report have been incorporated into an action plan to monitor progress.

Work on the Policy is still outstanding as benefits will not be realised if we cannot have SFRS make the relevant changes in time for implementation.

Joined up technical workshop sessions with Gartan have dominated the diary in Quarter 4 as Gartan start to build towards our new technology. The sessions have been excellent so far.

Work has begun to prepare for Accessibility Testing and User Availability Testing (UAT) and an understanding of our integrations work is taking shape, for example Motorola, iTrent, 3TC Modas - this work is ongoing. A new Watch Commander started with the project at the end of April to support training and testing.

This action consists of four milestones which have always had a due date that exceeds the 2024/25 reporting period (July 2025) and therefore has been marked green.

It is anticipated that this action will be completed within the original overall due date of July 2025, with three of the four milestones completed and one outstanding due to be completed by 31 July 2025.

- **This action has an original due date that exceeds the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 July 2025 provided).**

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	85%	★
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**Exception reporting for Delivery of the Strategic Service Review Programme: Corporate Services Review:**

A review of executive level Business Support provision to Directors and Heads of Function has been initiated during this quarter. Interviews have been held with senior leaders and Business Support to understand the nature of the service provided and identify future service delivery models. A blueprint is in development to help with the identification of tangible deliverables and benefits from the Programme.

This action consists of five milestones and has always had a due date that exceeds the 2024/25 reporting period. This action has been marked green.

It is anticipated that this action will be completed within the original overall due date of March 2026, with three of the five milestones already completed. Two of the milestones are currently outstanding with one of these requiring a revised due date.

The following revised milestone due dates have been provided:

Milestone 5: Produce and agree a suite of options for strategic change based on review outcomes, aligning to organisational aims: **A revised due date for this milestone is proposed from March 2025 to August 2025.**

- **This action has an original due date that exceeds the 2024/25 reporting period. It will be carried forward as an action in the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026 provided).**

Deliver the pilot Community Resilience Hub at Portree (Phase 1).	Finance & Contractual Services	01/04/2024	31/03/2025 <b>Revised 30/06/2026</b>	75%	●
<b>Exception reporting for Delivery the pilot Community Resilience Hub at Portree (Phase 1):</b>  A new site has been identified, and negotiations are ongoing with the landowner regarding potential purchase. The design will depend upon the size and layout of the site which is purchased.  This action has exceeded the original overall due date of March 2025, with one of the three milestones outstanding. A revised due date of June 2026 has been proposed.  The following revised milestone due dates have been provided:  Milestone 3: Conclude Project Agreement Document, including technical studies and design following detailed engagement with Service Delivery and Training colleagues: <b>A revised due date for this milestone is proposed from March 2025 to June 2026.</b>  <ul style="list-style-type: none"> <li>• <b>This action has not been completed within the 2024/25 reporting period. It will continue as business-as-usual (BAU) work until complete. (Completion date of 30 June 2026 provided).</b></li> </ul>					
Continue delivery of the People, Payroll, Finance and Training Project.	People	31/05/2024	31/12/2024 now 31/07/2025	45%	●
<b>Exception reporting for People, Payroll, Finance and Training Project:</b>  Quarter 4 has seen a significant amount of activity with the Scottish Government Shared Services Programme. There has been a 10-week intense period of Discovery activity to review the Scottish Government implementation and its fit with SFRS requirements. This has been led by Scottish Government and their implementation partner and has involved a large amount of input from all teams across the People, Finance and other Directorates. The output of the Discovery Phase will be a report that gives SFRS a clear and unambiguous position on the cost, scope and timeline of onboarding on to the Shared Services Programme. The output report will feature in the Outline Business Case as part of the options appraisal. A Public Sector Reform funding application has been submitted on behalf of SFRS by Scottish Government to support the continued work of SFRS as a pathfinder for the Shared Services Programme.  Workshops on the Strategic Case of the Outline Business Case have taken place. An initial version of the Outline Business Case is now due by the end of May 2025 to allow production of an options appraisal.  The draft Memorandum of Understanding has been received. A Statement of Requirements is being reviewed following feedback during the Discovery Phase. A decision on the direction of the project will be required following the production of the Outline Business Case.  Following receipt of the Discovery Phase Report and a decision on the Outline Business Case, work will then progress with regards to the Full Business Case.  It is anticipated that this action will be completed within the previously revised overall due date of June 2025. As the original due date was December 2024, this action has been marked red. Three of the four milestones are currently outstanding.					

The following revised milestone due date has been provided:

Milestone 2: Update Outline Business Case: **A revised due date for this milestone is proposed from April 2025 to July 2025.**

- **This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 July 2025 provided).**

## 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
Develop the Service Asset Management Plan: Training.	Finance & Contractual Services	01/04/2024	31/01/2025	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%	★
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	100%	★
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%	★

Develop and publish SFRS Safety and Assurance Vision and Strategy.	Training, Safety & Assurance	01/04/2024	30/09/2024 31/03/2025 <b>Revised 30/06/2025</b>	95%	●
<p><b>Exception reporting for Safety and Assurance Vision and Strategy:</b></p> <p>The draft Safety and Assurance Strategy has been developed and is progressing through the relevant Governance for approval before being published. It is anticipated that, subject to approval, the Safety and Assurance Vision and Strategy will be published in June 2025.</p> <p>This action has exceeded the previously revised overall due date of March 2025, with one of the two milestones outstanding.</p> <p>The following revised milestone due date has been provided:</p> <p>Milestone 2: Publish SFRS Safety and Assurance Vision and Strategy: <b>A revised due date for this milestone is proposed from March 2025 to June 2025.</b></p> <ul style="list-style-type: none"> <li><b>This action has not been completed within the 2024/25 reporting period. It will continue as part of the Directorate Plan until complete. (Completion date of 30 June 2025 provided).</b></li> </ul>					
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 <b>Revised 31/03/2026</b>	70%	●
<p><b>Exception reporting for Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA):</b></p> <p>Continued engagement with the Scottish Public Pensions Agency (SPPA) is ongoing. A high level, indicative timescale for the resolution of all three pensions workstreams has now been developed.</p> <p>A high level Scottish Public Pensions Agency (SPPA) indicative timetable for resolution of all three pension projects has now been issued, thus involving the completion of the McCloud remedy between August and October 2025. Included within this project are those in-scope, not only for McCloud, but also for Matthews 2nd Option and Booth/Bradshaw. Addressing those only affected by Matthews and or Booth/Bradshaw has been postponed until October 2025 until March 2026.</p> <p>SFRS continue to meet with the Matthews 2nd Option project team on a weekly basis, to support development of detailed delivery plans, which are impacted by SPPA prioritisation on McCloud.</p> <p>The SPPA are also undertaking a Statutory Consultation on amending the current deadline of September 2025 and reviewing current Regulations concerning Dependents' benefits.</p> <p>SFRS People and Finance representatives are now meeting the SPPA McCloud Project team on weekly basis to develop detailed processes for the delivery of Remedial Service Statement (RSS) statements, and the collection or payment of McCloud related contributions or rebates.</p>					

SPPA are developing internal systems to calculate individual "offers" to pension scheme members and seeking to increase capacity within the team responsible for actioning these. Until these are complete, and SPPA and SFRS agree on areas of individual responsibility for project actions.

The project plans for each workstream have not yet been produced subject to continued delays out with SFRS control.

Underpinning principles of each of the three Pension projects and indicative timescales for delivery are now sufficiently advanced to permit the development of detailed Communication plans. The Scottish Public Pensions Agency (SPPA) draft Communication Plan is now complete, and the SPPA Communications Team are meeting regularly with SFRS People and Communication representatives to identify key messages and means of delivery using SFRS communication channels to supplement SPPA communication outlets. SFRS have provided SPPA with drafts of amendments and additions to existing SPPA Website contents, and preferred key messages, and continue to plan how best to support SPPA communications. Internal SFRS communications by People representatives continue to be delivered to Governance groups, Representative bodies, and responding to individual employee queries. Detailed dialogue with SPPA on project deliverables is still underway.

SPPA and SFRS have now analysed and categorised the responses to the issue of the Expression of Interest letters. SFRS has also analysed and categorised those in scope only for Matthews 2nd Option against prioritisation criteria supplied by SPPA. A final review of Expression of Interest returns has been carried out, and a register of those requesting ill-health or death benefits, or who will be required to provide proof of employment in the qualifying period has been compiled. This information has permitted the SPPA to develop indicative timescales for delivery of the various pension issues. SFRS People and Finance functions are now working with SPPA through regular standing meetings to develop processes for the calculation, issue, return and collation of responses to Remedy offers, and the collection of contributions, or the payments of rebates. Regular meetings with SPPA and SFRS Communication Teams are now developing communications plans and processes to inform in-scope pension scheme members of principles of Remedies, how they will receive offers, and the terms under which these offers are made. SFRS continue to support SPPA in the SPPA's delivery of these pension projects. SFRS also continue to monitor SPPA proposals and plans, and to advocate on behalf of SFRS and current and former employees. As detailed plans have yet to be finalised, and timescales are stated as "indicative".

This action has exceeded the original overall due date of March 2025, with three of the four milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 1: Engage with SPPA to finalise and agree detailed project plans for each workstream: **A revised due date for this milestone is proposed from March 2025 to September 2025.**

Milestone 3: Develop and agree communications plan between SFRS and SPPA to support each pensions exercise: **A revised due date for this milestone is proposed from March 2025 to September 2025.**

Milestone 4: Implement SFRS actions related to each workstream in conjunction with SPPA and in line with statutory timescales: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- **This action has not been completed within the 2024/25 reporting period. It will continue as part of the Directorate Plan until complete. (Completion date of 31 March 2026 provided).**

Enhance approach to delivery and management of SVQs and Modern Apprenticeships.	People	01/04/2024	31/03/2025 31/12/2025 <b>Revised 31/03/2026</b>	40%	●
<b>Exception reporting for Management of SVQs Modern Apprenticeships</b>  Three external verification visits took place in the Quarter 4 reporting period, with all resulting in green reports with high confidence passes. Work continues to enhance compliance and processes within the programme.  The Modern Apprenticeship (MA) Programme, Policy and Process review continues to be progressed by the Policy Review Group. The His Majesty's Inspectorate for Education (HMIE) report has been collated and a presentation of this will be delivered at the end of April 2025.  Scoping of requirements for wider Modern Apprenticeship (MA) opportunities for other SFRS roles will commence following the completion of the Wholetime Firefighter (FF) Modern Apprenticeship (MA) Programme review.  The Wholetime Firefighter Modern Apprenticeship Programme review continues, including policy, procedure, documentation and communication strategies. This is a long term project that aligns with planning and engagement with our external partners and wider service. Policy review to commence with stakeholders in Quarter 1 2025/26. Outcome of the milestone, to review the Wholetime Firefighter Modern Apprenticeship and scope requirements for wider Modern Apprenticeship opportunities for other SFRS roles, is predicted to be completed by previously agreed revised due date December 2025.  It is anticipated that this action will be completed within the previously revised overall due date of December 2025. Three of the four milestones are currently outstanding with two of these requiring a revised due date.  The following milestone due dates have been provided:  Milestone 1: Review existing processes and systems to implement improvements taking account of external inspection and audit outcomes: <b>A revised due date for this milestone is proposed from March 2025 to March 2026.</b> Milestone 4: Review the Trainee Firefighter Development Programme Policy and associated guidance: <b>A revised due date for this milestone is proposed from March 2025 to March 2026.</b>  <ul style="list-style-type: none"> <li><b>This action has not been completed within the 2024/25 reporting period. It will continue as part of the Directorate Plan until complete. (Completion date of 31 March 2026 provided).</b></li> </ul>					
Develop the SFRS Wellbeing Framework.	People	01/07/2024	31/03/2025 <b>Revised 31/03/26</b>	0%	●
<b>Exception reporting for SFRS Wellbeing Framework:</b>  This work has not progressed in 2024/25 due to the focus on wellbeing recovery.					



It is anticipated that this action will be completed by the end of the 2025/26 reporting year. This action consists of two milestones which are currently outstanding and require revised due dates.

The following milestone due dates have been provided:

Milestone 1: Conduct benchmarking and research on approaches to wellbeing strategies and frameworks, including feedback from internal employee engagement activities: **A revised due date for this milestone is proposed from December 2024 to March 2026.**

Milestone 2: Carry out stakeholder engagement to inform draft Wellbeing Framework: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- **This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026 provided).**

Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice.	People	01/04/2024	30/09/2025 <b>Revised 31/03/2026</b>	20%	●
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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.

This action has exceeded the original overall due date of March 2025, with all three milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 1: Develop and implement a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals: **A revised due date for this milestone is proposed from June 2025 to September 2025.**

Milestone 2: Introduce, embed and monitor the revised health surveillance arrangements to ensure compliance with statutory requirements: **A revised due date for this milestone is proposed from September 2025 to March 2026.**

Milestone 3: Consider the recommendations from the joint University of Central Lancashire and FBU research and implications for the ongoing approach to health surveillance: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- **This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2026).**

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 <b>Revised 31/03/2026</b>	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:

People Directorate continue to work 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. As a result, this action is on hold. This work will be further considered in 2025/26.

No further work has progressed in respect of reviewing the EU General Safety Regulation and considering the implications for the Service to meet the statutory requirements for the introduction of alcoholic interlocks (breathalysers) in new vehicles, as confirmation is still required regarding if / when the UK government will adopt the EU General Safety Regulation (GSR) and the implications for Fire and Rescue Services.


Early work on scoping of an Alcohol and Drug policy has been considered by the Wellbeing Team. This will progress further when further information is available, and timescales are known.

This action has exceeded the original overall due date of March 2025, with the only milestone outstanding.

The following revised milestone due date has been provided:

Milestone 1: Review the EU General Safety Regulation and consider the implications for the Service to meet the statutory requirements for the introduction of alcoholic interlocks (breathalysers) in new vehicles: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- **This action has not been completed within the 2024/25 reporting period and work has been stopped until the UK government makes a decision regarding the EU General Safety Regulation. (Completion date of 31 March 2026 provided).**

SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.	People	01/04/2024	31/10/2025 Revised 31/03/2027	80%	
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### Exception reporting for SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan.

The Culture Development Group continues to oversee progress against the Culture Action Plan deliverables. Key areas of focus this quarter included: Transitioning the Confidential Reporting Line to business as usual; continued analysis and communication of Colleague Experience Survey results; further design of the supervisory Management Development Framework; and hosting a Women in the Fire Service event in the North Service Delivery Area.

It is anticipated that this action will exceed the original overall due date of October 2025, with three of the five milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 3: Design, roll out and evaluation of the Management Capability Framework: **A revised due date for this milestone is proposed from March 2025 to March 2027.**

Milestone 4: Promote a workplace culture that meets the needs of women: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

Milestone 5: Review and enhance SFRS attraction and selection approach: **A revised due date for this milestone is proposed from March 2025 to March 2026.**

- This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 March 2027 provided).

Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR).	People	01/04/2024	31/03/2025 30/06/2025 <b>Revised 31/12/2025</b>	35%	
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**Exception reporting for Mainstreaming Equality, Diversity, Inclusion and Human Rights:**

The Equality, Diversity and Inclusion (EDI) workplan continued to be impacted by the requirement to support the Service Delivery Review Programme. In Quarter 4 the annual Mainstreaming and Equality Outcomes Report was finalised and approved by the Strategic Leadership Team (SLT) and the Board for publication. The 2024/25 report fell within a statutory reporting year and as such SFRS has met its legal obligations for publication. The relaunch of the Equality Partnership Group and the finalisation of the Equality and Human Rights Impact Assessment Toolkit has been pushed in to 2025/26.

It is anticipated that this action will exceed the previously revised overall due date of June 2025, with all four milestones outstanding.

The following revised milestone due dates have been provided:

Milestone 1: Implement renewed Equality and Human Rights Impact Assessment Process.: **A revised due date for this milestone is proposed from March 2025 to December 2025.**

Milestone 2: Enhance the role of the Equality Partnership Group through revised terms of reference.: **A revised due date for this milestone is proposed from March 2025 to June 2025.**

Milestone 3: Develop Mainstreaming Toolkit to support localised delivery of EDIHR initiatives.: **A revised due date for this milestone is proposed from June 2025 to December 2025.**

Milestone 4: Review and embed role of Senior Equality Champions.: **A revised due date for this milestone is proposed from March 2025 to September 2025.**

- This action has not been completed within the 2024/25 reporting period. It will be incorporated into the Three-Year Delivery Plan and will continue to be reported upon until complete. (Completion date of 31 December 2024 provided).

**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	100%	★
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	100%	★
Development of Engagement and Consultation Plan to support the Strategic Service Review Programme.	Strategic Planning Performance & Communications	01/04/2024	31/12/2024 30/06/2025	100%	★

### 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 To 31/10/2025	▲	<p>The Document Conversion Project (DCP) continues to make significant progress, with key milestones adjusted to reflect interdependencies and operational priorities:</p> <p>Phase 1 ("All Incidents Package"): Fully released and live as of January 2025. All associated documents are now archived.</p> <p>Phase 2 ("Fires and Firefighting Package"): Released on 7 April 2025. The slight delay is due to interdependency with Information Governance and their current workloads. Following the release, a familiarisation period will run until 1 June 2025. This extended period will allow personnel adequate time to fully absorb the substantial content, particularly considering the comprehensive update to the Wildfire Operating Procedure, which supports ongoing wildfire strategy developments.</p> <p>Phase 3 ("Transport Work Packages"): Draft development is progressing well, with significant preparatory work completed. Finalisation is on schedule for release in Quarter 2 2025/26. Adjustments based on feedback from the release and implementation of Phase 2 will be considered to ensure operational effectiveness.</p> <p>Phase 4 ("Hazmat Package"): Development has commenced, with coordination planned involving subject matter experts from DIM/Hazmat and the CBRN SNUGs. This collaborative approach aims to ensure comprehensive and accurate content delivery, with the package scheduled for release in Quarter 3 2025/26.</p> <p>Additionally, collaborative efforts have been ongoing with the In-Vehicle System (IVS) team to ensure DCP documentation is accessible via the new CF33 tablets, incorporated as part of the Minimum Viable Product (MVP) during their initial rollout. Plans are in place to achieve full integration and adoption of DCP resources on these devices as the IVS project continues to mature.</p> <p><b>This action is 80% complete with work continuing as part of the Directorate Plan until complete.</b></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>Galashiels works are now complete, and this is the first Reinforced Autoclaved Aerated Concrete (RAAC) affected station to have remediation carried out.</p> <p>Planning approval has been received for the replacement of Dalkeith Fire Station and the purchase of a new site has been concluded.</p> <p>Design for Liberton demolition and new build on existing site is progressing and work is now at the pre-planning discussion stage.</p> <p>The site at Salen has now been cleared and is available for development as a satellite fire station or disposal dependent upon the Service Delivery Review/subject to service prioritisation and availability of funding.</p> <p>An alternative site for Portree has been identified and we are in discussions with landowner with regards to possible purchase.</p> <p>Work to progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing has been extensive with Galashiels now complete, Dalkeith proposals having received planning and a new site purchased, and progress for the design and re-build of Liberton now at the pre-planning and discussion stage.</p> <p><b>This action is now 100% complete and has been marked blue.</b></p>
2023/24	Review the SFRS 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>On further review it has been identified that this action relates specifically to Training and the work required has been included and concluded as part of the work undertaken for actions SO6:2 and SO6:3 within the Annual Operating Plan 2024/25.</p> <p><b>This action is now 100% complete and has been marked blue.</b></p>