

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2021/22

Quarter 1 Progress Report

Safety. Teamwork. Respect. Innovation.

Introduction

The Corporate Risk and Performance Quarterly Report incorporates our strategic risks, Annual Operating Plan actions, measures and transformation and major projects to provide a combined overview of how we are performing against our strategic outcomes and objectives, as detailed within our Strategic Plan 2019-22.

Section 1 – Executive Summary

This section provides an overview summary of the combined results for Strategic Risks ratings, the progress of Annual Operating Plan actions and the performance against our measures.

Section 2 - Performance Dashboard

This section provides more detail on the RAG scoring of each of the actions, measures and projects.

- **Red** indicates an activity is **not progressing as planned** or data is 10% or over its target
- **Amber** suggest that an activity **is slightly off track** or data is not meeting its target but remains within 10%
- **Green** indicates everything is **progressing as planned** and data is on target.

Further details of our actions are contained in the [Annual Operating Plan 2021/22](#). More information about our measures and their targets is contained in the [SFRS Performance Management Framework](#).

Section 3 - Exception Report

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Section 4 – Residual Annual Operating Plan Action 2020/21

This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2020/21.

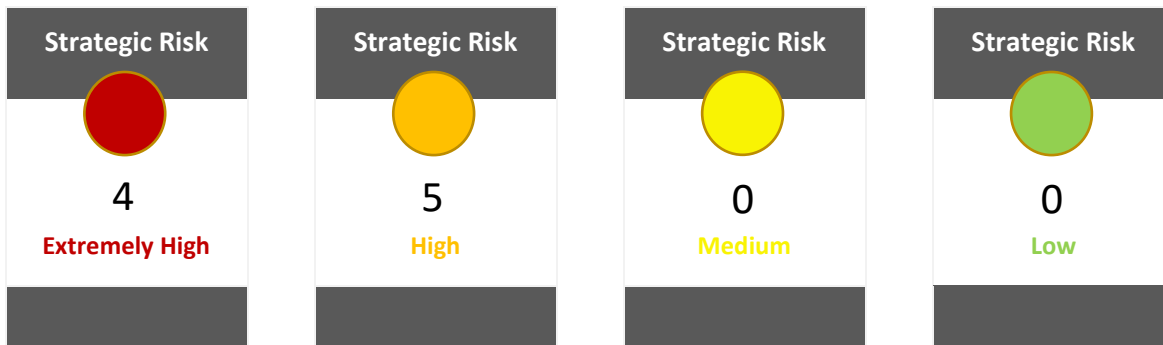
Section 5 – Residual Annual Operating Plan Action 2019/20

This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2019/20.

More detailed reports of our [risks](#), measures and [projects](#) are provided to Committees of the Board to enable closer scrutiny of the steps we are taking to manage these.

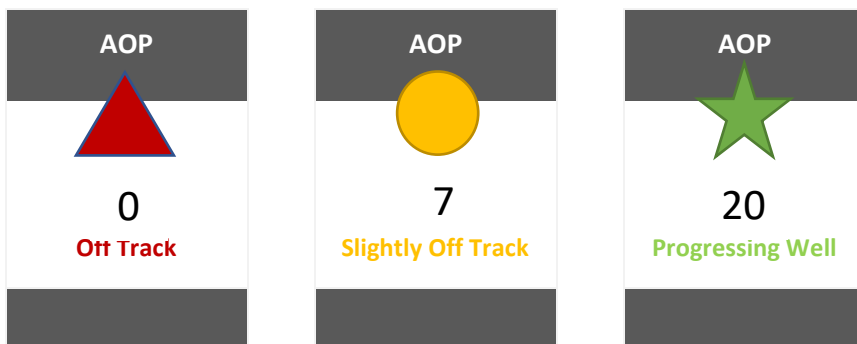
Section 1: Executive Summary

Strategic Risks Ratings Totals

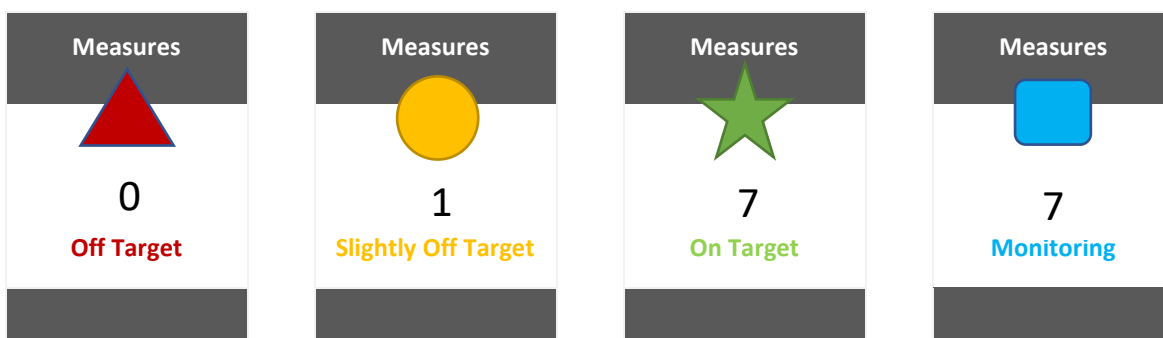


The latest Strategic Risk Update is [available here](#).

Annual Operating Plan RAG and Status Totals



Performance Measures Target Result Totals



*Please note that the data supplied in this document is provisional and is only provided as a guide. Verified data will be published in our annual statistical returns at the end of August and the end of October each year.

Section 2: Performance Dashboard

Strategic Outcome 1: Prevention

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.

Performance Question: How effective are we at enhancing community safety and wellbeing?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences.	Service Delivery	01/04/2020	30/04/2022	70%	★
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	30%	●

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	▲	★	●	★

The May 2021 Transformation Programme Dashboard is [available here](#).

Home Fire Safety Visits



8,887

On Target

YTD

As Covid restrictions continue to ease, our Home Fire Safety Visits have been able to resume for a broader range of properties and we see our figures increasing. Guidance on conducting HFSVs has been provided in the SFRS Response to Scottish Government Covid-19 Protection Levels. In all cases Local Senior Officer (LSO) Areas will prioritise High Risk HFSVs. Where Low and Medium risks cannot be resourced due to the focus on High Risk visits, or as a result of Covid-19 restriction levels, consideration will be given to addressing low and medium risk requests through the 'Quick 5' questionnaire and/or directing relevant house holders to the interactive Online Home Safety Checker.

A Prevention and Protection Recovery Plan has been developed that includes the requirement for Local Areas to reintroduce and prioritise High Risk Home Fire Safety Visits in line with SFRS guidance in response to Scottish Government protection levels. To support this plan LSO Areas have been tasked with developing local Prevention and Protection (P&P) Recovery Plans. Part of these plans should consider the resourcing of additional High Risk HFSVs using various staffing options including the use of overtime, RVDS staff and other existing mechanisms to deploy personnel to undertake activities in accordance with the local priorities.

The Function will engage with LSO P&P managers to prioritise the most appropriate use of funding to secure additional Community Safety Advocates.

The Make the Call campaign will be reviewed and utilised to support the identification and generation of high risk referrals. This will also be refined to use with specific groups, e.g. the Care Sector.

ADF Low Severity



463

On Target

YTD

ADF Medium Severity



517

On Target

YTD

ADF High Severity



71

Slightly Off Track

YTD

Accidental dwelling fires of low and medium severity continue to be below the averages for the time of year.

High-severity fires have been decreasing over time. The figure is down on the three-year average but it is slightly off target.

Outcome 1: Prevention

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.2 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Performance Question: How effective are we protecting our built environment? To what extent do we contribute to economic growth?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery	01/04/2021	31/03/2022	25%	★

Non-Domestic Fires



368

On Target

YTD

Non-Domestic Fires have returned closer to historical trend patterns. Quarter 1 returned a higher rate of occurrence than the previous three quarters but still reflects a long-term reduction in Non-Domestic Fires. We believe that the impact of Covid-19, and the associated restrictions on businesses, are no longer evident.

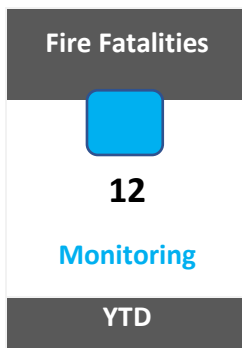
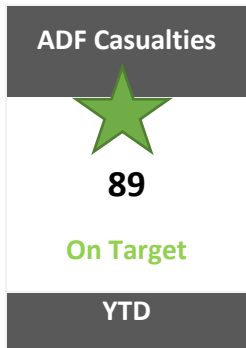
Strategic Outcome 1: Prevention

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.3 We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.

Performance Question: How effective are our prevention and protection activities?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					



Fire casualties resulting from accidental fires in the home continued to be markedly lower than in previous years. The target reduction of three per cent based on the moving three-year average was surpassed with a reduction of nearly 20% (provisionally) achieved.

Of the 12 fire fatalities, 10 occurred within dwellings. This remains a concern, as the figure is similar to previous totals, and the risk profile is comparable with previous years.

Strategic Outcome 1: Prevention

Our collaborative and targeted prevention and protection activities improve community safety and wellbeing and support sustainable economic growth.

Objective 1.4 We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service.

Performance Question: To what extent are we reducing Unwanted Fire Alarm Signals? How well do we work with our partners to reduce and manage their impact?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.	Service Delivery	01/14/2020	31/03/2022	45%	★

Unwanted Fire Alarm Signals



5,698

On Target

YTD

Unwanted Fire Alarm incidents have seen an increase since last quarter.

Although these figures still reflect a reduction against the target set and are 'On Target', we do not yet know whether the gradual opening of businesses and education buildings, in line with the easing of Covid restrictions, will negatively impact this in future quarters.

Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.1 We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.


Performance Question: How well do we understand community risk? How will we have the right resources in the right places at the right time?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Community Risk Impact Model (formerly Futures Vision)	★	★	★	★
Station and Appliance Review	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

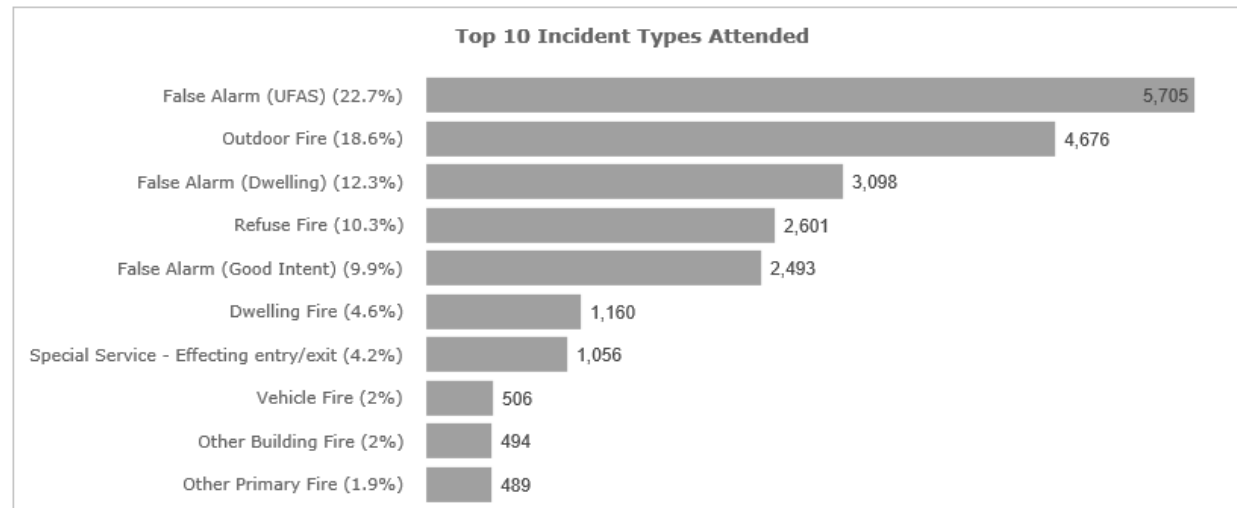
Incidents Attended



25,150

Monitoring

YTD



Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

Performance Question: How will we demonstrate we are more flexible? How will we demonstrate we have modernised our preparation and response to emergencies?
How effective and efficient is our emergency response?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Complete the development phase to produce and publish an SFRS Operations Strategy.	Service Delivery	01/07/2020	30/03/2022	25%	★
Plan and deliver a number of national events taking place across Scotland during 2021/22 to ensure that SFRS Operational Response remains resilient throughout these events.	Service Delivery	01/10/2019	31/03/2022	20%	★
Introduce a Clinical Governance regime for Operational Care.	Training, Safety & Assurance	01/04/21	28/02/2022	70%	★

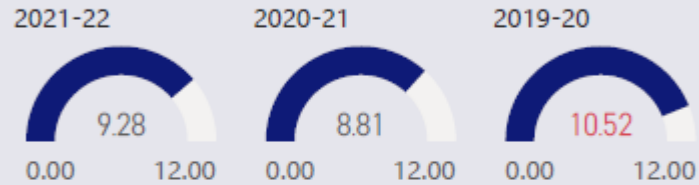
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

SFRS median response time

8.16

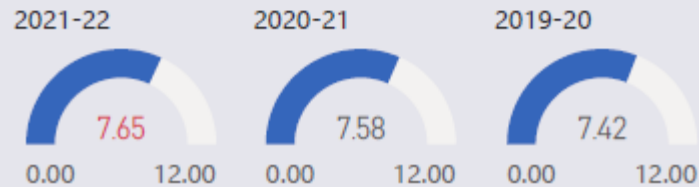
Response times by Service Delivery Area (North)



Response times by Service Delivery Area (East)



Response times by Service Delivery Area (West)



The response time is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time.

Response times increased nationally against last year's first quarter by 12 seconds. A collaborative exercise involving Service Delivery and SPPC Data Services is currently looking at overall response time and aim to identify the factors driving regional increases.

Call Handling and Response times continue to vary across the country. Lower median call handling and response times are achieved in areas that are classed as 'urban' and 'accessible' under the Scottish Government urban rural classifications. We note that there is a negative impact on median times when incidents are more difficult to locate both for the operator dealing with a caller and for crews in determining the precise location requiring assistance. Increases in domestic tourism with people less familiar with their surroundings and the continued threat of increased rates of wildfire and flooding from climate change, are all factors that could affect our speed of response. The Service is aware that this is a continuing concern and cross directorate working is in place to establish the extent of the issue.

Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.



Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Performance Question: How will we demonstrate we have maintained a strong presence across Scotland? How will we, with our partners, demonstrate we have improved community resilience?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Retained Volunteer Duty System (RVDS) Strategy	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

RDS Appliance Availability	WT Appliance Availability	Quarterly RDS availability varies cyclically each year because of seasonal differences in working patterns amongst other things. However, availability over the past five quarters has varied significantly due to crew availability during the Covid-19 pandemic.
 81% On Target	 97.8%* Monitoring	* Due to technical issues causing a loss of data, the West Service Delivery Area Wholetime Appliance Availability figure is unavailable for Quarter 1. As such, this total only represents the North and East SDA totals. The national total is likely to be lower.
Latest	YTD	

Strategic Outcome 2: Response

Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communication arrangements.

Performance Question: How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
No Annual Operating Plan Action associated with this Strategic Objective.					

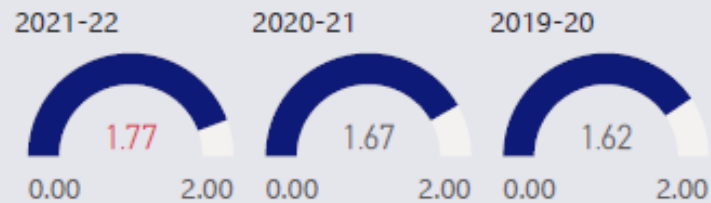
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Command and Control Futures (phase 2)	▲	★	●	●
Emergency Services Network	●	Unknown	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

SFRS median call handling time

1.30

Call Handling Times by Service Delivery Area (North)



Call Handling Times by Service Delivery Area (East)



Call Handling Times by Service Delivery Area (West)



Call handling time is the time it takes from an emergency call being logged on our systems to the first station being alerted. The median (or middle) values of the set of call handling times this quarter for each Service Delivery Area are shown, together with the total number of incident attendances counted.

The totals shown exclude a small number of incidents resulting from errors and omissions in the recorded mobilising and attendance times.

Call Handling and Response times continue to vary across the country. Lower median call handling and response times are achieved in areas that are classed as 'urban' and 'accessible' under the Scottish Government urban rural classifications. We note that there is a negative impact on median times when incidents are more difficult to locate both for the operator dealing with a caller and for crews in determining the precise location requiring assistance. Increases in domestic tourism with people less familiar with their surroundings and the continued threat of increased rates of wildfire and flooding from climate change, are all factors that could affect our speed of response. The Service is aware that this is a continuing concern and cross directorate working is in place to establish the extent of the issue.

Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.1 We will build strong leadership and capacity at all levels within the Service, and improve the diversity of our workforce.

Performance Question: How do we demonstrate our workforce is supported? How will we demonstrate strong leadership levels at all levels? How will we know we have built capacity at all levels? How much have we improved the diversity of our workforce?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2019	30/09/2023	15%	★
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	50%	●

Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

Performance Question: How will we demonstrate we have inclusive learning and development arrangements? How will we demonstrate the quality of our learning and development arrangements? How will we know if our learning and development arrangements are efficient and have improved capability?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	People and Organisational Development	01/10/2019	30/09/2022	15%	★

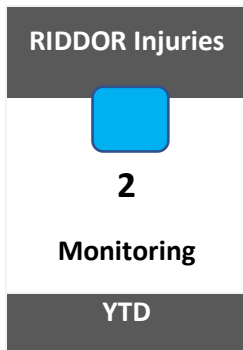
Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

Performance Question: How effective are our health, safety and wellbeing arrangements?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement the Mental Health Strategy to promote and mainstream positive mental health.	People and Organisational Development	01/04/2021	30/03/2023	30%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2021	28/02/2022	15%	●
Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	01/04/2020	31/03/2024	50%	●



Strategic Outcome 3: People

We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

Objectives 3.4 We will engage with our people, and other stakeholders, in an open and honest way ensuring all have a voice in our Service.

Performance Question: How effective are we at engaging in an open and honest way? How will we demonstrate that all have a voice in our Service?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/07/2021	30/03/2022	50%	★

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

Performance Question: To what extent do we contribute to sustainable development? How effective are we at reducing our impact on the environment?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement robust sustainable arrangements for the mainstreaming of equality, diversity, inclusion and human rights.	People and Organisational Development	01/04/2020	31/03/2022	65%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	40%	★
Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	01/05/2021	31/01/2022	0%	●
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	70%	★

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Performance Question: How effective are we at reducing organisational risk? How will we demonstrate levels of business compliance?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2021	31/03/2022	45%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/04/2021	31/03/2022	30%	●
Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2021	31/03/2022	20%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Protection Vulnerable Groups (PVG) Scheme	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Performance Question: To what extent do we invest in our infrastructure to improve our services to the public?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Implement the new Wide Area Network.	Service Development	01/04/2021	31/03/2022	50%	★
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	25%	●
Implement Employee Self Service (ESS) for all employees within iTrent as a precursor to future development within the PTFA project.	Finance and Contractual Services	01/03/2021	31/12/2021	60%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	●	★	★	●
McDonald Road Redevelopment and Museum of Fire	●	●	★	●
West Asset Resource Centre	★	★	★	★

The May 2021 Transformation Programme Dashboard is [available here](#).

Strategic Outcome 4: Public Value

We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objectives 4.4 We will strengthen performance and management and improvement arrangements to enable robust scrutiny, challenge and decision-making nationally and locally.

Performance Question: To what extent have we strengthened performance management and improvement arrangements? How will we demonstrate scrutiny, challenge and decision-making is robust?

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete (against tasks due by March 22)	RAG
Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambitions and change portfolio.	Service Development	01/04/2021	31/03/2022	60%	★
Implement a Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/11/2020	31/03/2022	40%	★
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	70%	★

Section 3: Exception Reporting: Annual Operating Plan Actions 2021/22

This section provides a commentary against any actions that are not progressing as planned. This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring this back on track.

Objective	Annual Operating Plan Action	Directorate	Due Date	RAG	Commentary Update
1.1	Manage the commissioning of the new SFRS museum.	Service Delivery	31/11/2021	●	<p>Layout and exhibits for the Museum have been identified and agreed. A tender process has been undertaken to identify a contractor who will fit out the Museum. A Volunteer Experience Team leader has been recruited and the heritage collection has been moved from its current location at Maddiston to new site at Dunlop Square (Livingston).</p> <p>Construction and fit out of Museum will now commence in October/November (original due date was September, after that point volunteer recruitment is expected to commence in December 2021).</p> <p>It is anticipated that the opening of the Museum to the public will slip from November 2021 to early 2022.</p> <p>This action is marked amber due to a slip in milestone timescales</p>
3.1	Deliver Strategic Workforce Planning and Resourcing.	People & Organisational Development	30/03/2023	●	<p>Our workforce planning team has been strengthened to add additional capacity and improvement in this area. During the pandemic, the team has supported Service Delivery by monitoring crewing against our target operating models (TOM), which has provided support to managing operational availability and driving down costs. Additional effort and resource has also been put in ensuring resourcing recovery from the impact of the pandemic, including a dedicated manager and additional team members.</p> <p>The team is currently placing particular focus on RVDS with a number of workstreams reviewing the process and seeking continuous improvement.</p> <p>This action is rated amber to reflect that recovering our TOM has remained a challenge due to COVID restrictions.</p>

3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	28/02/2022	●	<p>Development of modules for SFRS Health and Safety Management system are ongoing. Event Reporting and Display Screen Equipment (DSE) assessments are complete. The reporting functionality associated with both modules is undergoing further enhancements at present and, as such, the launch date for DSE assessments has been delayed.</p> <p>Development of Premise Inspection, Workplace Transport, and Risk Assessment is nearing completion.</p> <p>This action has been marked amber due to a slight slip in two milestone due dates and the knock-on effect this may have on the remaining three milestones.</p>
3.3	Strengthen arrangements to help support and improve staff general wellbeing to safely and effectively undertake their roles.	People and Organisational Development	31/03/2024	●	<p>Progress against the research project to inform fire ground fitness is progressing well. Phase one of the Fire Ground Fitness Research Project commenced with establishment of the technical panel to identify task simulations that will comprise the new FF Simulation Test.</p> <p>In years 1-4 of the 5 year clinical governance action plan, 88 actions of 144 are complete with 25 being completed in Quarter 1. Conflicting work priorities within the team may impact on the ability to deliver all actions due for years 1-4 by the end of Quarter 4.</p> <p>Due to the concern over conflicting work priorities and ability to deliver against existing timescales, this action has been given an amber status.</p>
4.1	Develop formal Fleet Strategy 2022-2032 with clear links to the Carbon Management Plan 2022 – 2025 and associated strategies.	Finance and Contractual Services	31/01/2022	●	<p>Due to ongoing Covid issues and operational demands there has been limited available capacity to commence this action. However, this will become a priority during July/August to bring it back on target.</p> <p>This action has been given an amber status to reflect the slip in timescales.</p>
4.2	Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	31/03/2022	●	<p>The review is in progress and discussions are underway with all Local Government Pension Scheme providers and Scottish Government. It is anticipated that these discussions will slip from June 2021 into August 2021. Initial information gathering is in progress with Visit Scotland who have completed this exercise and engagement with actuaries on scoping of this exercise is currently underway.</p> <p>Due to the slip in milestone timescales, this action has been given an amber status.</p>

4.3	Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	31/12/2021	●	<p>There has been a minor delay on the first milestone to complete research and development of the Digital Strategy. It is anticipated that further research will be carried out for a further month. The schedule for engagement and approval of the Strategy has been agreed by the Digital Board and it is anticipated that the overall due date will still be reached.</p> <p>Due to the minor slip in milestone timescales, this action has been given an amber status.</p>
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Section 4: Residual AOP Action 2020/21 Reporting




**Some actions in this residual reporting section are also included in this year's plan (where the action spans more than one year). This section of the report details the outstanding activities from the previous year's Annual Operating Plan (2020/21). Where this is the case, to offer further clarity, the outstanding milestones associated with the action from the 2020/21 reporting year have been detailed to allow scrutiny of the overdue work packages.*

This section also includes uncompleted actions from last year's AOP (2020/21) that were not carried forward into this year's Plan (2021/22)

Objective	Annual Operating Plan Action: Outstanding Milestone	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.3	<p>Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.</p> <p><i>*Action not carried forward into AOP 2021/22 but was not fully completed in 2020/21. Included within this section of the report for completeness reporting.</i></p>	Service Delivery	30/09/2021	N/A	●	<p>A paper to implement the findings of the structural review is pending submission to the Strategic Leadership Team for final option approval. Once approved by the Strategic Leadership Team, the selected option can be developed for implementation. The paper is scheduled for the August Strategic Leadership Team meeting.</p> <p>This action is marked amber due to a slip in milestone timescales.</p>
3.1	<p>Harmonise Instructor Terms and Conditions: Consultation period and finalisation of agreement.</p> <p><i>*Outstanding milestone from 2020/21</i></p>	Training, Safety and Assurance	31/12/2020	N/A	★	<p>New Instructor Terms and Conditions will be implemented on 01 July 2021 following the introduction of a collective agreement and supporting policy which was developed in collaboration between People and Organisational Development, the Training Function and the Fire Brigades Union. Engagement sessions have been completed with Instructors and managers within the Training Function and Service Delivery who have training responsibilities.</p> <p>This action is now complete and has been marked green.</p>
3.1	<p>Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and attractive and remain</p>	People & Organisational Development	31/03/2021	31/03/2022	●	<p>A series of engagement events were held with RVDS staff during Quarter 1, enabling managers to discuss the SFRS offer with them. Communications were issued for RVDS staff regarding progress made and further preparations were made to support implementation should agreement be reached. Whilst the Fire and Rescue Services Association have accepted this offer on behalf of their members, SFRS are still awaiting ballot dates from the Fire Brigades Union in order to progress. Should collective agreement be</p>

	<p>fit for purpose: Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</p> <p><i>*Outstanding milestone from 2020/21</i></p>					<p>reached on the offer, the unexpected delay regarding the FBU ballot will impact on implementation dates.</p> <p>A revised due date which includes the time taken to implement the revised T&Cs has been provided. This action is amber due to the slip in original timescales.</p>
3.2	<p>Strengthen SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels: Review Learning Needs Analysis arrangements to enhance links to organisational annual planning approach.</p> <p><i>*Outstanding milestone from 2020/21</i></p>	People & Organisational Development	31/03/2021	N/A	★	<p>The revised Learning Needs Analysis (LNA) process for 2021-22 and supporting internal learning and leadership development arrangements aligning the LNA to the organisational annual planning approach were approved in Quarter 1.</p> <p>This action is now complete and has been marked green.</p>
3.4	<p>Implement recommendations from the internal communications review.</p> <p><i>*Full action overdue</i></p>	Strategic Planning, Performance & Communications	31/03/2021	31/12/2021	▲	<p>COVID communications, and the communications support required for the Future Vision staff engagement exercise has taken precedence and impacted on the progress against the Internal Communication and Engagement review. However the new communications structure is in place which is allowing work to move forward.</p> <p>Progress has been made across all short, medium and long-term actions. The review of broadcasts has been completed with a new strategy in place. Work is underway to develop guidance for email and Teams etiquette and how to manage business communications across the Service. Additional resource has been approved by the Strategic Leadership Team to support the intranet redevelopment.</p> <p>A revised due date has been provided. This action is red due to the slip in original timescales and the limited progress that has been made against the milestones.</p>
4.1	<p>Support, promote and monitor the</p>	People & Organisational	31/03/2021	31/03/2022	●	<p>The revised Dignity and Respect Policy and supporting procedure has progressed through relevant governance routes and is now out for first</p>

	<p>development of a positive transparent working culture that is aligned with SFRS values: <i>Implement the outcomes of a review of the SFRS approach to Bullying, Harassment and Discrimination and develop a plan to address the culture of bullying and harassment suggested within the 2018 staff survey results.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Development				<p>consultation. An associated toolkit and training packages are also being developed to support the revised policy arrangements. It is anticipated that these will be completed later in 2021/22.</p> <p>A revised due date which includes the provision of the Policy, Toolkit and training packages has been provided. This action is amber due to the slip in original timescales.</p>
4.2	<p>Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems: <i>Roll out multi-factor authentication.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Service Development	30/09/20	31/10/2021	●	<p>Procurement of tokens for Multi Factor Authentication in Control and Service Delivery is underway and it is expected that the process will be completed by October 2021.</p> <p>A revised due date has been provided. This action is amber due to the slip in original timescales.</p>
4.3	<p>Review and implement the New Fleet Strategy, including charging infrastructure, in dealing with Climate Change across SFRS.</p> <p><i>*Full action overdue</i></p>	Finance & Contractual Services	31/03/2021	TBC	●	<p>A 2021/2022 business case was presented to Transport Scotland for consideration of circa £3.4M funding to meet strategic fleet objectives. A revised due date for the action will be provided once a decision has been received from the business case. In the meantime, the roll out of the electric car fleet is progressing well.</p> <p>This action awaits a revised due date and has been marked amber due to the slip in original timescales.</p>
4.3	<p>Deliver the Phase 1 of the Portlethan Refurbishment Programme.</p> <p><i>*Full action overdue</i></p>	Finance & Contractual Services	31/03/2021	31/07/2021	●	<p>This action is progressing well and will be completed by July 2021.</p> <p>A revised due date has been provided. This action is amber due to the slip in original timescales.</p>

4.4	Implement Portfolio, Programme and Project approach to managing change across the SFRS: Implement Project Management Module. <i>*Outstanding milestone from 2020/21</i>	Service Development	31/03/2021	N/A		The Portfolio Office is currently under road map development and, as such, it is likely that this milestone will no longer be relevant moving forward. It is anticipated that a new action will supersede this milestone by the next reporting quarter. At this point, it will be proposed that this action is closed off. Until that time, the action will have a red RAG status due to slip in timescale and lack of progress.
4.4	Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS).	Service Development	31/05/2021	31/03/2022		Options for SFRS regarding continuation or replacement of the Incident Recording System are being investigated and demonstrated to key users. A revised due date has been provided. This action is amber due to the slip in original timescales.
4.4	Coordinate the statutory review of Local Fire and Rescue Plans: Support Local Senior Officers to revise and publish Local Plans in line with review outcomes. <i>*Outstanding milestone from 2020/21</i>	Strategic Planning, Performance & Communications	31/03/21	31/12/2021		19 of the 32 Local Plans have been approved at local Scrutiny and have been published on the SFRS website. The remaining have all been developed but are awaiting approval at Scrutiny/Council level. A revised due date has been provided. This action is amber due to the slip in original timescales.

Section 5: Residual AOP Action 2019/20 Reporting

Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	31/03/2023	▲	<p>The design is complete and implementation is pending Strategic Leadership Team Restructure option approval.</p> <p>A revised due date which includes time for implementation has been provided. This action is red due to the slip in original timescales.</p>
2.1	Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Officer (FDO) policies and procedures.	Service Delivery	31/03/2020	30/09/2021	▲	<p>Flexi Duty Officer (FDO) policy work has been delayed due to COVID-19 response.</p> <p>The work carried out in this period was to ensure that sufficient managerial capacity was available to safely respond to concurrent issues i.e. EU Exit, COVID-19 and severe weather.</p> <p>Interim procedures were introduced to strengthen resilience across the FDO cadre to react to the increased demand on managerial capacity due to concurrent activities.</p> <p>A revised due date is to be confirmed. This action is red due to the slip in original timescales.</p>
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	31/03/2022	▲	<p>Due to the COVID-19 pandemic, rostering Safe Systems of Work and procedures were continually monitored and reviewed to protect the H&S of personnel.</p> <p>The updated 5 Watch Duty System Policy and Guidance went live in January 2021.</p> <p>A Stakeholder team has been established to ensure accurate information on rostering systems to support the go-live of Command and Control Futures project.</p> <p>A revised due date is to be confirmed. This action is red due to the slip in original timescales.</p>
3.3	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Training, Safety and Assurance	31/03/2020	31/03/2022	▲	<p>Due to the impact of Covid-19 in the last financial year, this area of work was deferred. Good progress has been made this financial year with proposals for the implementation of the Framework agreed in principle with the Director of Training, Safety and Assurance Directorate. Further enhancements are being made to the proposals prior to progression to the Strategic Leadership Team for decision. Strategic Leadership Team approval will be sought in Quarter 3. Engagement with business partners will commence in Quarter 4 with implementation most likely governed by the review dates on identified SFRS policies.</p> <p>A revised due date has been provided. This date reflects the</p>

						commencement of implementation. This action is red due to the slip in original timescales.
3.4	Review and improve how SFRS captures and reports on compliments and complaints: <i>Engage with Local Senior Officers to capture compliment and complaint information at a local level.</i>	Strategic Planning, Performance and Communications	31/03/2020	N/A	★	Engagement within each Service Delivery Area is now complete and this has identified how staff would like to be supported to capture compliments and complaints on stations. Work to implement the new system will carry into 2021/22, however, the outstanding milestone to engage with LSOs has been completed. This action is now complete.