

**Working together
for a safer Scotland**



**SCOTTISH
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

CORPORATE RISK AND PERFORMANCE 2021/22

Quarter 2 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.

The Strategic Risk Register is prepared through discussion with the Strategic Leadership Team, considering the current Strategic Plan, Directorate Risks and other relevant information. For the presentational purposes of this report, each Strategic Risk has been aligned to a single Strategic Objective deemed most relevant to it. It is, however, acknowledged that other Objectives may also be impacted by how we manage our Strategic Risks. A more detailed Risk Report is provided quarterly to the Audit & Risk Assurance Committee, and other Committee's and Executive Boards, with Directorate Risks aligned to our Strategic Objectives. This can be found in our quarterly [Audit and Risk Assurance Committee Risk Reports](#).

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 without a specified target* has a greater than 10% variance
- **Amber** suggests that an activity is **slightly off track** or indicators without a specified target* remains within the 10% threshold
- **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

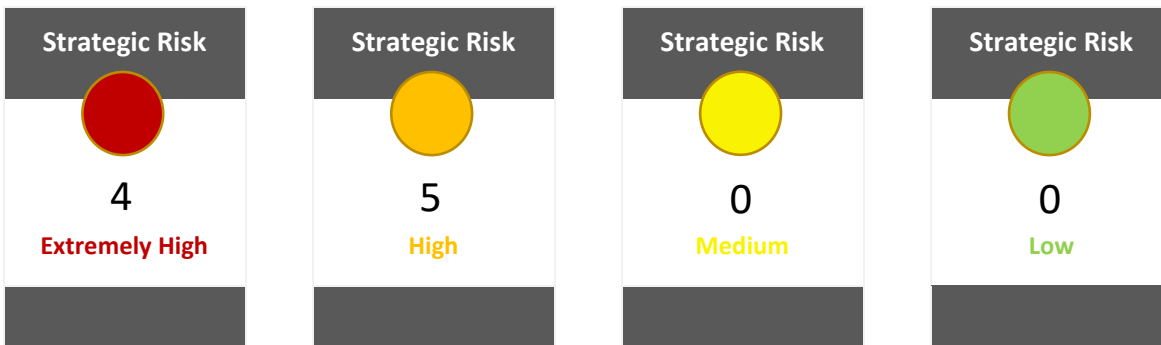
This section provides commentary against those actions that have carried forward from the Annual Operating Plan 2019/20.

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.

* As outlined with the Performance Management Framework 2021/22.

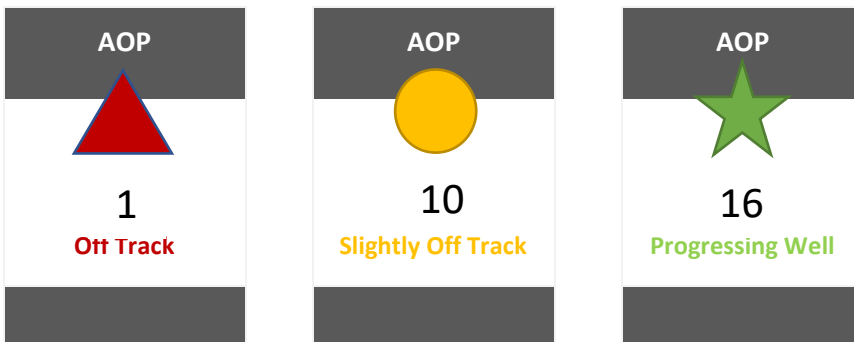
Section 1: Executive Summary

Strategic Risks Ratings Totals

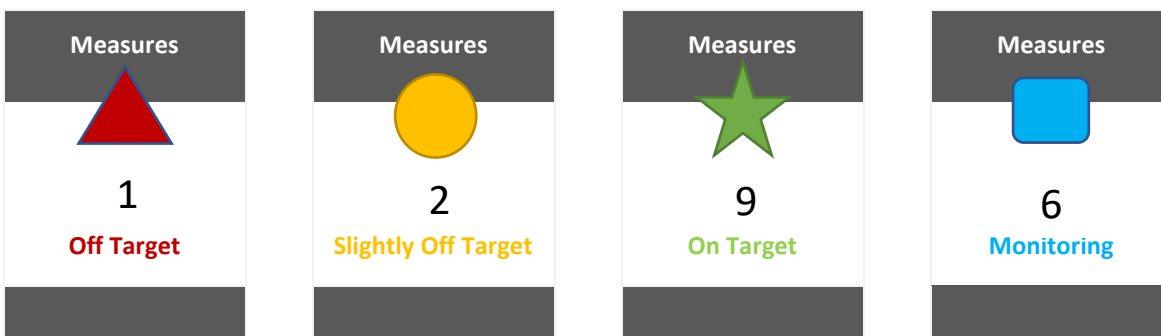


The latest Strategic Risk Update is [available here](#).

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	75%	●
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	50%	●

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

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

Strategic Risk	Risk Description	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services.	16
3	Ability to collaborate effectively with partners and communities to enhance service delivery and best value.	12

The October 2021 Risk Report is [available here](#).

Home Fire
Safety Visits



20,400

On Target

YTD

Between 1 April 21 and 30 September 21, a total of 20,400 Home Fire Safety Visits have been undertaken. Of these, 9,856 (48%) were visits carried out to 'at risk' groups.

Social distancing restrictions during 2020/21 meant almost all areas of community safety engagement were affected, with a noticeable reduction on Home Fire Safety Visits conducted. Visits conducted this year have shown significant signs of improvement with activity twice the levels of this year's measure against last. Visits to those identifies as 'vulnerable' has also doubled but based on the set objective, is almost 10% lower than target.

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.

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



750

On Target

YTD

Fires in non-domestic buildings continues to achieve the required reductions across almost all Local Senior Officer Areas.



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.					

ADF Casualties	Fire Fatalities	
 180 On Target	 17 Monitoring	<p>17 fire fatalities have been recorded during 2021-22. Twelve of those have been at accidental dwelling fires. Two incidents with recorded fatalities (1 in dwelling, 1 in vehicle) still have investigations on-going and once concluded may impact figures reported at this stage.</p> <p>Fatalities recorded this year are predominantly male (90 per cent during 2021-22) with just over 50 per cent of all fatalities being male aged 40 - 79.</p> <p>Fire casualties continue to show significant reductions as a whole and at incidents reported as accidental dwelling fires. The profile for fire casualties is similar to fatalities where males aged 40 - 69 account for almost one-third of all those recorded. Female casualties account for 40 per cent of all fire casualties with a similar breakdown across the age groups (0-39, 40-69, 70+).</p>
YTD	YTD	

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	75%	★

Strategic Risk	Risk Description	Risk Rating
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk.	15

The October 2021 Risk Report is [available here](#).

Unwanted Fire Alarm Signals	Unwanted Fire Alarm Signals (UFAs) reported a 2.5% reduction based on the current 3-year average versus the previous 3-year average. Based on total vehicle mobilisations to UFAs, blue light journeys were at their highest over the last few years. However, average vehicle attendance per incident was at its lowest.
 13,711 On Target	
YTD	

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)	★	★	★	▲
Pathway to Green / Next Steps: <ul style="list-style-type: none">• Confirm ability to run risk metric independently, this includes finalising computing capacity via Amazon Web Services.• Identification and agreement of built and natural environment risk variables from CRIM 2.• Appointment of Public Involvement and Engagement Team.				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Station and Appliance Review	★	★	★	▲
Pathway to Green / Next Steps: <ul style="list-style-type: none">• Appoint the remaining 1 x Watch Commander to the Service Delivery Model Programme (SDMP) Business Case Impact Assessment Team.• Develop model and analyse a prioritised list of station and appliance change scenarios based on addressing community risk.• Develop outline business cases and impact assessment for viable risk based station and appliance Change Options aligned to the SDMP Criteria for Change.				

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

Strategic Risk	Risk Description	Risk Rating
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance.	12
9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands.	16

The October 2021 Risk Report is [available here](#).

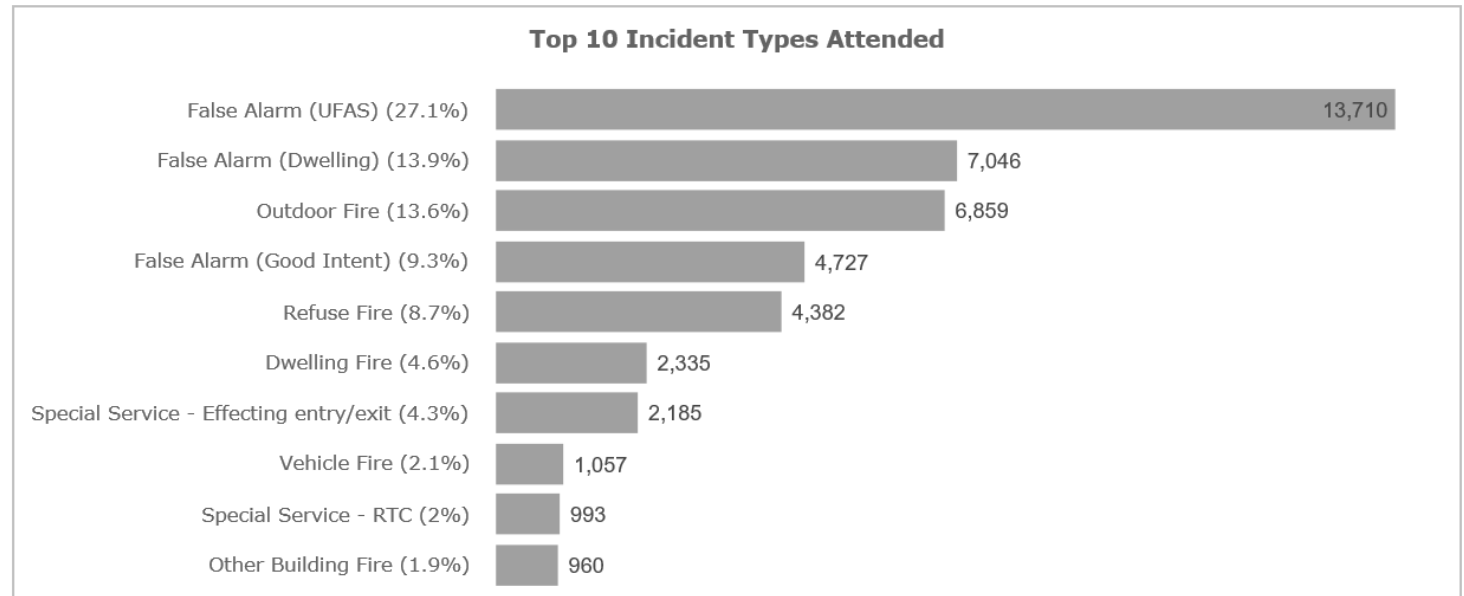
Incidents Attended



50,559

Monitoring

YTD



Strategic Outcome 2: Response

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

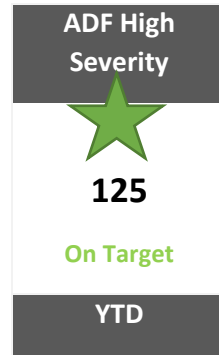
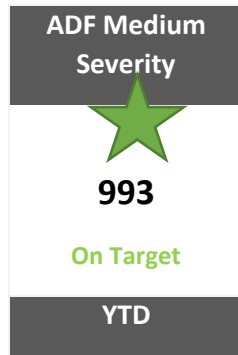
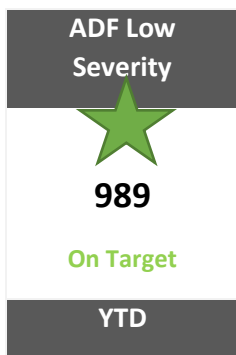
Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.

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	50%	★
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	80%	★
Introduce a Clinical Governance regime for Operational Care.	Training, Safety & Assurance	01/04/21	28/02/2022	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System	★	★	★	▲
Pathway to Green / Next Steps: <ul style="list-style-type: none"> • Appoint the remaining 1x Watch Commander to the Service Delivery Model Programme (SDMP) Business Case Impact Assessment Team. • Develop, model and analyse a prioritised list of duty system change scenarios based on addressing community risk and demand. • Develop outline business cases and impact assessments for viable risk and demand-based duty system Change Options aligned to the SDMP Criteria for Change. 				

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



All categories of fire severity in accidental dwelling fires achieved the objectives set for the first half of 2021-22. During quarter 2, high and medium severity incidents remain on a downward trajectory but a slight increase (ten% versus 2020-21) in low severity fires has been recorded.

SFRS Median Response Time (mins)

Fsc Year	Response times	Response times (East)	Response times (North)	Response times (West)
2017-18	7.40	7.70	8.30	7.00
2018-19	7.70	8.00	8.70	7.20
2019-20	7.60	8.00	8.50	7.10
2020-21	8.00	8.20	9.50	7.30
2021-22	8.20	8.50	9.60	7.60

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 for Scotland (median) increase by 0.20 (12 seconds) with increases in all 3 areas ranging from 0.10 (6 seconds) to 0.30 (18 seconds).

Median response time for the country as a whole is currently 8 minutes and 12 seconds. This reflects an increase of exactly one minute since 2016-17.

Strategic Outcome 2: Response

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

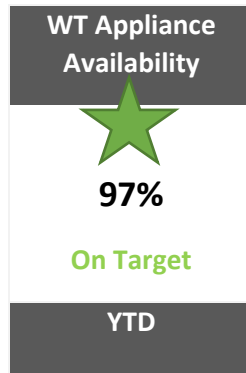
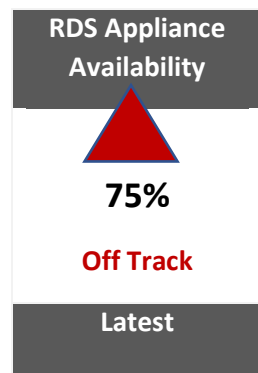
Objective 2.3 We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

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) Improvement Programme	●	★	★	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Shape the five objectives detailed in the Overarching Programme Dossier into individual project work packages/individual dossiers. Project leads will be allocated for each of the five objectives. These individual elements will form the basis of the National Retained Volunteer Leadership Forum (NRVL) Agenda moving forward. 				

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



RDS Appliance Availability is currently 'Off Track'. The target for this KPI is to increase 3% on the previous 3-year average. The previous 3-year average was 81%, meaning this year's target is 84%. At 75%, we have not met our target.

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)	●	●	●	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> The delivery of all aspects of Systel's rectification plan alongside a re-map of the delivery timeline. An updated project dossier and change request previously provided. Stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in. The provision of a rectification plan, as instructed to Systel on 11 March 2021. Delivery of all aspects of the rectification plan, as instructed to Systel on 11 March 2021. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	★	Unknown	●	★
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Securing funding from the Scottish Government will be a clear path to recruit resources and purchase assets. Meetings with the SG Finance have taken place, still no assurance regarding funding, being managed as in year pressure by Sponsor body. 				

Median Call Handling Times (mins)

Fsc Year	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2017-18	1.17	1.17	1.45	1.07
2018-19	1.22	1.17	1.52	1.15
2019-20	1.22	1.12	1.52	1.12
2020-21	1.32	1.22	1.77	1.22
2021-22	1.27	1.22	1.82	1.20

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.

Call handling times for Scotland (median) reduced by 0.05 (3 seconds) with similar reduction in WSDA. ESDA remained the same as the previous second quarter and NSDA increased by 0.05.

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	20%	●
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	40%	★

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	40%	★

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	40%	★
Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	01/04/2021	28/02/2022	30%	▲
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	60%	●

Strategic Risk	Description	Risk Rating
5	Ability to have in place a suitable skilled, trained and motivated workforce that is well supported both physically and mentally.	16

The October 2021 Risk Report is [available here](#).

RIDDOR Injuries	Accidents & Injuries	Work-related Covid transmission
★ 8 On Target	● 48 Slightly Off Target	■ 1 Monitor
YTD	YTD	YTD

Green: Progressing as Planned Amber: Slightly off track Red: Not progressing as planned

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	75%	★

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	75%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	60%	●
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	10%	●
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	75%	★

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	40%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/04/2021	31/03/2022	45%	●
Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2021	31/03/2022	50%	★

Strategic Risk	Risk Description	Risk Rating
4	Ability to ensure legal and regulatory compliance.	12

The October 2021 Risk Report is [available here](#).

FOIs responded to within timescale	<p>Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 88% across Quarters 1 and 2. This follows a review of our Freedom of Information processes. The introduction of Single Points of Contact and the regular reporting on Information Recording System completion by Performance Data Services has contributed to this improvement.</p> <p>Information Governance are working with Corporate Admin to embed a 10-day checking process and this should impact further on our performance against the 20-day deadline.</p>
 88%	
Slightly Off Track	
YTD	

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	45%	★
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	90%	★
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	70%	●

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	●	★	★	●
Pathway to Green / Next Steps: <ul style="list-style-type: none"> Onboard Moore Stephens Insight Ltd. Deliver Statement of Requirements for February 2021 to allow Procurement of solutions to begin. Agree Project Board membership and Terms of Reference. 				
Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment and Museum of Fire	★	★	●	●
Pathway to Green / Next Steps:				

Green: Progressing as Planned Amber: Slightly off track Red: Not progressing as planned

- The effect of COVID secure measures adopted on site continue to be monitored against the programme and the project board meet monthly to discuss progress and potential issues.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
West Asset Resource Centre	★	★	★	★

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

Strategic Risk	Risk Description	Risk Rating
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value.	20
7	Ability to deliver a high quality, sustainable service within the funding envelope.	12

The October 2021 Risk Report 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	65%	●
Implement Phase 1 of a Portfolio, Programme and Project approach to managing change across the SFRS. *Amended action*	Service Development	01/11/2020	31/03/2022	30%	●
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	75%	★

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	Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery (Prevention & Protection)	30/04/2022	●	<p>The Firesetters Intervention and Re-Education Scheme has been updated to become Fire Safety Support and Education. This change reflects a trauma informed approach and includes guidance on children and the law. Training to Service Delivery Areas was carried out in September 21 and delivery of resources have been obtained from the National Fire Chiefs Council.</p> <p>Throughout the reporting period, the Child and Adult Safeguarding procedures have been updated to include the process to be followed if allegations are made towards a member of staff or a SFRS volunteer.</p> <p>Some recommendations of the Safeguarding Paper, which highlighted gaps in training for SFRS staff and volunteers, will be captured in the Community Safety Education training needs briefing paper and action plan. Other recommendations still require attention.</p> <p>As the Safeguarding work was due for completion by September 21 and timescales have slipped, this overall action has been marked amber.</p>
1.1	Manage the commissioning of the new SFRS Museum.	Service Delivery (Prevention & Protection)	30/11/2021	●	<p>The Museum layout and exhibits have been identified and agreed and the tender process to identify the contractor to fit out the museum has been undertaken. The Museum Manager and Volunteer Experience Team leader have been recruited and the recruitment process for Heritage Ambassadors is underway, with a second advert planned for December.</p> <p>Construction and fit out of Museum will now commence in October/November 21. It is anticipated that the opening of the Museum to the public will slip from November 2021 to early 2022.</p> <p>This action has been marked amber due to the slip in timescales. This action will not be completed until early 2022 due to a delay in the construction and fit out of the building.</p>

3.1	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People & Organisational Development	30/09/2023	●	<p>Early workstream scoping and the development phase of the Building the Future Together Programme workstreams has commenced, albeit at a reduced pace due to concurrent Service priorities. Additional workshops for the remaining workstream leads will be progressed on a one-to-one basis. Progress of the programme development phases has been impacted by staff availability due to the ongoing pandemic and concurrent priorities. Flexible support enables work to continue as the Building the Future Together Programme implementation is kept under review.</p> <p>This action is marked amber due to the pace reduction caused by concurrent Service priorities.</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>The development of modules for the SFRS Health and Safety Management System is ongoing. Technical issues have been encountered with the reporting functionality for each module. This technical issue has resulted in delays. It is anticipated the technical issues will be resolved in Quarter 3, allowing the full programme to resume.</p> <p>This action has been marked red due as the reporting function technical issues faced have resulted in delays which will impact upon the timescales of subsequent milestone activity.</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>Phase two of the Fireground Fitness Research Project was completed in Quarter 2 and a draft report was produced by the appointed researchers. This will help enable the planning of the new fireground fitness assessments to be implemented. In years 1-4 of the 5-year clinical governance action plan, 98 actions of 144 are complete with 3 completed in Quarter 2. Conflicting work priorities continue to impact on the ability to deliver all actions due for years 1-4 by the end of Quarter 4, with priorities focussing on delivering recruitment and routine health assessments and supporting staff referred to Health and Wellbeing.</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	Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	31/03/2022	●	<p>Work is progressing well, however, we do have some funding challenges. Of the £12m identified in the Carbon Management Plan for Year 2 we have currently secured £3.4m (£1.35m internally and £2.1m Scottish Government Grant) and are currently negotiating with Transport Scotland regarding a Grant for Electric Vehicle Chargers. Delays on Transport Scotland's side and the lack of resources and materials will severely impact ability to deliver within the financial year.</p> <p>This action has been given an amber status to reflect the concerns raised regarding the ability to deliver within the financial year.</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>The recently appointed Asset Governance & Performance Manager is working on a stakeholder engagement plan for the Fleet Strategy. The formal Fleet Strategy is now scheduled for completion in March 2022.</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>Discussions with Pension Advisors have taken place to establish the implications of merging all Local Government Pension Schemes. Appointment of advisors to assist in the process is underway and will assist in moving this project forward. Timelines have moved slightly to the right but work is now underway.</p> <p>This action has been given an amber status to reflect the slip in timescales.</p>
4.3	Implement Employee Self Service (ESS) for all employees within iTrent, as a precursor to future development within the PTFA project.	Finance and Contractual Services	31/12/2021	●	<p>Pilots have now completed in all Service Delivery Areas (SDA) and further roll out to stations in each SDA continues. Lots of progression has been made and the expectations is now that a full rollout will be complete before March 22. Use of the paper process is now reducing, with no paper being used at rolled out stations. Some self-service processes are still using paper but this is minimal and discussions are ongoing at present to give notice to withdraw acceptance of paper claims.</p> <p>This action has been given an amber status to reflect the slip in timescales. Although due to finish in December 21, it is expected to run until March 22.</p>
4.4	Develop the structure of the Service Development Directorate to support the delivery of the SFRS change ambition and change portfolio.	Service Development	31/03/2022	●	<p>The new Portfolio Head of Function has been in place from April 21. Ongoing recruitment for a Change Centre of Excellence Manager is progressing well with a conditional contract offer signed by the candidate. We are waiting on validation of background checks to confirm planned onboard date, although it is anticipated this is likely to be Jan 22 due to a three-month notice period.</p> <p>A new appointment of Area Commander to lead the Service Improvement & Quality Management Team with the intention to renew our strategic intent specific to Continuous Improvement and strengthen current capabilities has been made. The recruitment for a Public Consultation Manager and two Consultation Officers has proven to be a challenge in attracting the right level of candidates from the first round of recruitment. We are now going through a second round of recruitment, with the hope of recruiting by December 21.</p> <p>This action has been given an amber status to reflect the recruitment challenges being faced to employ the Public Consultation Manager and two Consultation Officers.</p>

4.4	Implement Phase 1 of Portfolio, programme and project approach to managing change across the SFRS.	Service Development	31/03/2022	●	<p>This is a proposed amended action within the Annual Operating Plan 21/22. The action was previously entitled: Implement Portfolio, Programme and Project approach to managing change across the SFRS. The amended title and milestones make it more reflective of the work being carried out. It also replaces a residual action from the previous plan (SO4:7) which was no longer relevant following the review by the new Head of Function.</p> <p>The amended action is reflective of a phased approach to the implementation of Portfolio, Project and Programme capabilities. Short to Mid-Term objectives and priorities have been formed as part of the Portfolio Office roadmap. The immediate (short-term) priority will focus on the design of a new Business Change Lifecycle and some key capabilities that will provide enablement which include Integrated Governance and Tooling. Preparation activity has now started for upcoming workshops scheduled for October 21 and beyond.</p> <p>This action is currently amber.</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	30/04/2022	●	<p>On 1 October 21 work on the restructure commenced. A working group reports to a Restructure Board. The Fire Brigades Union have been involved and are engaging with Fire Investigation staff around restructure matters. The group is working towards an implementation date of April 2022, it is proposed a revised due date of April 22 is agreed.</p> <p>This action is 50% complete and has been marked amber due to the slip in milestone timescales. A revised due date of 30 April 22 is proposed.</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 fit for purpose:</p> <p><i>Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	People & Organisational Development	31/03/2021	31/03/2022	●	<p>Work continues to seek conclusion to the harmonisation of Retained Duty System (RDS) terms and conditions following further discussions with the Fire Brigades Union (FBU) and the subsequent issue of an improved offer. The unexpected delays experienced will impact on proposed implementation dates and timescales to introduce revised terms and conditions. Employees have been kept updated with communications in July and September 2021. Further engagement with employees and representative bodies will take place once the FBU's position is confirmed.</p> <p>This action is now 95% complete but remains amber due to the slip in original timescales. It is also expected that new delays will impact upon revised due date.</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>A stock take review of progress under the Internal Communications and Engagement review action plan was completed within Quarter 2 as some actions have now been overtaken or subsumed by other pieces of work. Amendments to the action plan were suggested and approved by the Good Governance Board.</p> <p>All quick wins outlined in the original action plan have now been completed and significant progress has been made towards completing the remaining short-term actions - one is on target and the other has been subsumed into a larger piece for work with People and Organisational Development to develop a staff engagement framework.</p> <p>Medium term actions are on target to be completed by the end of the year. One action will be moved into the long-term action plan regarding the re-development of iHub.</p> <p>The action regarding digital signage has been postponed as this is a low priority, particularly given the likely impact of agile working moving forward. The remaining action regarding the redevelopment of iHub is being progressed with a tender process for a development company to review exiting provision and make recommendations planned before the end of the financial year.</p> <p>Despite good progress being made this quarter, this action remains amber due to the slip in original timescales. It is now 45% complete.</p>
4.1	<p>Support, promote and monitor the 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>	People & Organisational Development	31/03/2021	31/03/2022	●	<p>The revised Dignity and Respect Policy and supporting procedure was issued for final consultation in July 2021. Following approval at the People Committee, work will commence in Quarter 3 to promote the role of the Contact Advisers.</p> <p>Despite good progress being made this quarter, this action remains amber due to the slip in original timescales. It is now 80% complete.</p>

4.2	<p>Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems: Roll out multi-factor authentication.</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 is nearing completion, however, implementation will be delayed until 2022/23.</p> <p>This action is red as the revised due date provided at last report period of 31 October 21 will no longer met. It is 90% complete.</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>This is progressing well, however, we have encountered several challenges with Transport Scotland and securing the additional funding required to continue the roll out of Electric Vehicle Chargers.</p> <p>This action awaits a revised due date and has been marked amber due to the slip in original timescales. It is 75% complete.</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>The main project has been completed, handed over, and the property is in use. Some additional minor ancillary post-contract works are being progressed, such as adaptations required for compliance with the revised site Traffic Management Plan.</p> <p>This action is now complete.</p>
4.4	<p>Implement Portfolio, Programme and Project approach to managing change across the SFRS: Implement Project Management Module.</p> <p><i>*Outstanding milestone from 2020/21</i></p>	Service Development	31/03/2021	N/A		<p>This action and the accompanying milestone to: <i>Implement a Project Management Module</i> have been revisited as part of the new Portfolio Office Roadmap. Although the action remains relevant, the milestone does not and it is proposed that this residual action is closed off and the existing action SO4:5 is amended to: <i>Implement Phase 1 of the Portfolio, Programme and Project approach to managing change across the SFRS</i> to encompass the outstanding milestone from 2020/21. In the interim, this amended Action has been reported upon in section 2.</p> <p>It is proposed that this residual action is closed off and action SO4:5 is amended to better reflect the work now being carried out. As such, no RAG status has been provided.</p>
4.4	<p>Review our approach to the recording and use of incident data, including our use of the Incident Recording System (IRS).</p>	Service Development	31/05/2021	31/03/2022	●	<p>An interim solution to meet requirements for the Command and Control Futures (CCF) Project is 80% complete and will meet CCF go-live timescales. A replacement solution is not time bound and will be delayed into 2022/23.</p> <p>This action is amber due to the slip in original timescales. It is 80%</p>

						complete.
4.4	<p>Coordinate the statutory review of Local Fire and Rescue Plans: <i>Support Local Senior Officers to revise and publish Local Plans in line with review outcomes.</i></p> <p><i>*Outstanding milestone from 2020/21</i></p>	Strategic Planning, Performance & Communications	31/03/21	31/12/2021	●	<p>20 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.</p> <p>This action is 60% complete and remains amber due to the slip in original timescales.</p>

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 implementation phase of a revised Fire Investigation model commenced on 1 April 2021 and ISO requirements are being introduced to provide robust, sustainable, consistent and reliable Fire Investigation services across Scotland.</p> <p>Although work is now progressing and is 60% complete, this action remains 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>The Flexi Duty Officer (FDO) Policy and procedures have performed to expectations to ensure resilient command cover during our pandemic response. Interim amendments have supported the existing Policy and Procedures and subsequently there is no requirement to continually review these documents.</p> <p>This action is now closed.</p>
2.3	Deliver updated documentation to ensure effective uniformed staffing management.	Service Delivery	31/03/2020	31/03/2022	▲	<p>This action is nearing completion, with one of the remaining two milestones completed during the reporting period. Due to the Covid-19 pandemic, rostering Safe Systems of Work and procedures were continually monitored and reviewed to protect the Health & Safety of personnel.</p> <p>The updated 5 Watch Duty System Policy and Guidance went live in January 2021.</p> <p>The CCF project outcomes supported by work of stakeholder teams and refresh of Resource Based Crewing V11 has been carried out. The outstanding milestone - review and make recommendations for overall responsibility of management of uniform staffing - sits at 90% complete with a business case for restructure of Central Staffing progressed through required governance routes. It is expected the restructure will be in place by April 22.</p> <p>This action is now 90% complete but remains red due to the slip in original timescales.</p>
3.3	Facilitate the implementation of the SFRS Management of Risk at Operational	Training, Safety and Assurance	31/03/2020	31/03/2022	★	<p>The proposals for the implementation of the Framework have been finalised and a review of Analytical Risk Assessment and Operational Dynamic Risk Assessment has been completed. Operational Assurance arrangements have been adopted at the incident ground to manage risk against the Management of Risk Framework and actions have been</p>

	Incidents Framework.					agreed with the Training, Safety and Assurance Director. Further organisational enhancements regarding the management of risk have been identified, however, these are out with the scope of this action. This action is now complete.
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