CORPORATE RISK AND PERFORMANCE 2021/22

Quarter 4 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 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.

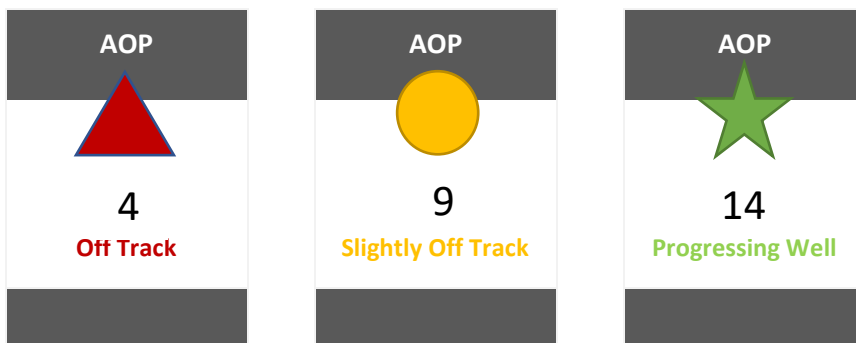** As outlined with the Performance Management Framework 2021/22.*

Section 1: Executive Summary
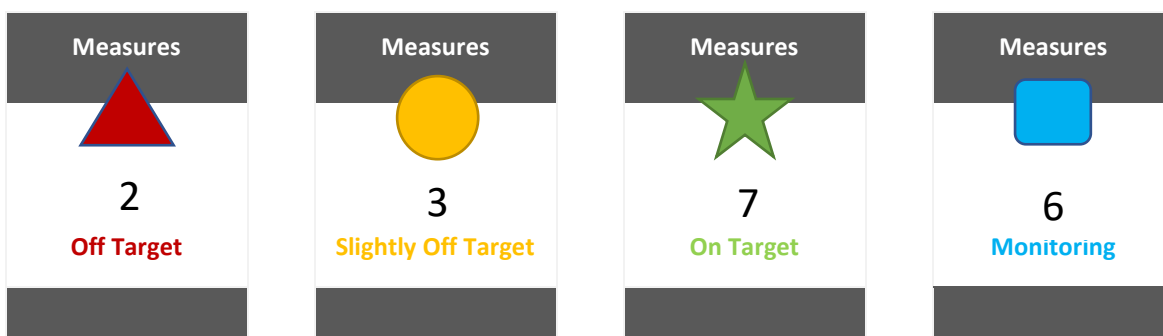
Strategic Risks Ratings Totals

Strategic Risk	Strategic Risk	Strategic Risk	Strategic Risk
6	4	0	0
Extremely High	**High**	**Medium**	**Low**
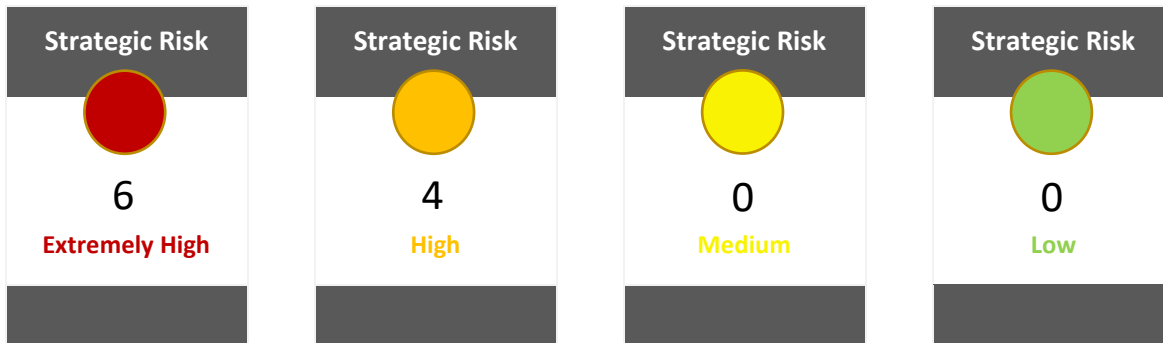
The latest Strategic Risk Update is available here.

Annual Operating Plan RAG and Status Totals

AOP	AOP	AOP
4	9	14
Off Track	**Slightly Off Track**	**Progressing Well**

Performance Measures Target Result Totals

Measures	Measures	Measures	Measures
2	3	7	6
Off Target	**Slightly Off Target**	**On Target**	**Monitoring**

*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	85%	🟡
Manage the commissioning of the new SFRS museum.	Service Delivery	01/04/2020	31/11/2021	65%	🔺

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Safe and Well Project	★	★	🟡	★
Pathway to Green / Next Steps:				

- The project extension will support quality's return to green. This is, however, dependant in part upon the completion of Progressive Web Application testing and use within pilot visits. Indications from ICT are that this will be tested and useable in May 2022.

The May 2022 Change Portfolio Monthly Update Dashboard is available here.

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

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 March 2022 Risk Report is [available here](#).

Home Fire Safety Visits
⭐
44,197
On Target
YTD

During 2021/22, a total of 44,197 Home Fire Safety Visits have been undertaken.

Home Fire Safety Visits during 2021/22 were more than twice that achieved in 2020/21 but remain only two-thirds of all regular visits achieved pre-pandemic.

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	40%	🟡

| **Non-Domestic Fires**	Non-domestic building fires reduced significantly during the previous fiscal year.
⭐ **1,499** **On Target** **YTD**	Incidents reported during 2021/22 were around 11 per cent higher, however, the target to reduce against the moving three-year average was achieved (6 per cent).

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
⭐	🔵
415	**42**
On Target	**Monitoring**
YTD	YTD

Accidental dwelling fires (ADF) continue to fall and desired reductions have been significantly surpassed. Deeper analysis of the ADF casualties does show that the monthly average (35) was noticeably higher (47) during May, June and July 2021 with one-fifth of all casualties recorded on Saturdays. On average, early evening (5pm to 8pm) also reported the highest proportion (24 percent) of casualties which was the same as those reported between midnight to midday.

There were 42 fire fatalities during 2021/22. Overall Fire Fatalities has shown no trend in recent 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	100%	★

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

The March 2022 Risk Report is available here*.*

Unwanted Fire Alarm Signals ★ **28,690** **On Target** YTD	Unwanted Fire Alarm Signal incidents unsurprisingly increased against the previous year and reflects similar activity recorded in the three years pre-pandemic. September through November 2021 remain the months we see the highest daily rates of this type of false alarm (80+ per day) and activity predominantly between 8am and 3pm (50 per cent).

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 Index Model (formerly Futures Vision)	🟡	★	★	🔺

Pathway to Green / Next Steps:

- Resolve Community Risk Index Model (CRIM) code issues in consultation with University partner and confirm the ability for Scottish Fire and Rescue Service to run independently.
- Appoint Senior Geographic Information System (GIS) Analyst for Community Risk Index Model (CRIM) 2 spatial analysis and risk mapping.
- Alternative option should be considered including a longer-term contract aligned to a role that could assist an organisational utilisation of the Geographic Information System (GIS) specialism.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Station and Appliance Review	🟡	★	★	🟡

Pathway to Green / Next Steps:

- Successfully appoint a suitable Service Delivery Model Programme (SDMP) Geographic Information System (GIS) Analyst to support the delivery of the next iteration of the Community Risk Index Model (CRIM).
- Conduct detailed simulation modelling to assess the impacts of alternative Station and Pump configurations. (Apr-Aug 2022)
- Engage and consult with stakeholders in the development of Refined Change Options which utilise alternative Station and Pump configurations. (Apr-Aug 2022)
- Populate Business Case and Impact Assessments with sufficient detail to support the selection of Refined Change Options. (Apr-Aug 2022)

The May 2022 Change Portfolio Monthly Update Dashboard is available here.

Strategic Risk		Risk Description	Risk Rating
8	16	Ability to anticipate and adapt to a changing environment through innovation and improved performance.	**16**
9	16	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 March 2022 Risk Report is available here.

Incidents Attended
🟦
95,655
Monitoring
YTD

Q4 only	
Top 10 incident types	**Total**
01. False Alarm (UFAS) (31.8%)	6937
02. False Alarm (Dwelling) (14.1%)	3082
03. False Alarm (Good Intent) (8.8%)	1925
04. Outdoor Fire (8.7%)	1901
05. Refuse Fire (7.6%)	1666
06. Dwelling Fire (5.1%)	1113
07. Special Service - Effecting entry/exit (4.9%)	1069
08. Special Service - RTC (2.5%)	550
09. Vehicle Fire (2.1%)	447
10. Other Building Fire (1.9%)	419

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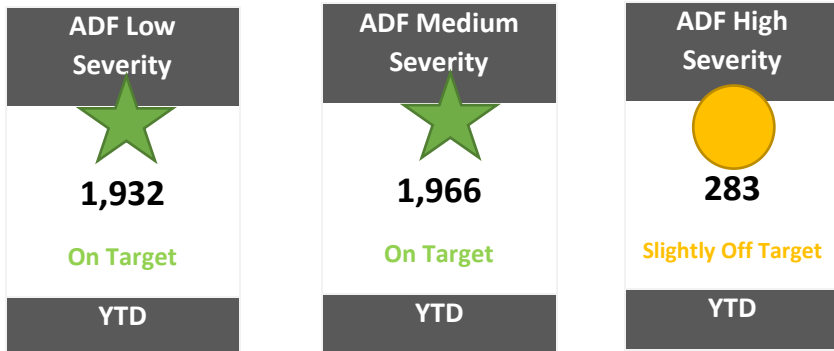
Performance Question: How will we demonstrate we are more flexible? How will we demonstrate we have modernised our preparation and response to emergencies? How effective and efficient is our emergency response?

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	100%	★
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	100%	★
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: • Successfully appoint a suitable Service Delivery Model Programme (SDMP) Geographic Information System (GIS) Analyst to support the delivery of the next iteration of the Community Risk Index Model (CRIM). • Conduct detailed simulation modelling to assess the impacts of alternative Station and Pump configurations. (Apr-Aug 2022) • Engage and consult with stakeholders in the development of Refined Change Options which utilise alternative Station and Pump configurations. (Apr-Aug 2022) • Populate Business Case and Impact Assessments with sufficient detail to support the selection of Refined Change Options. (Apr-Aug 2022)				

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Responding Options and Duty Systems Relationships	🟡	⭐	🟡	🟡

Pathway to Green / Next Steps:

- Project team scoping various workstreams that could be accelerated to support Staffing Solutions Team.
- Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'. This is further impacted for this project as both Project leads are due to retire May/June with RAG likely to increase to red.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
RVDS Attraction and Recruitment Improvements	🟡	⭐	🟡	🟡

Pathway to Green / Next Steps:

- Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Variable Contract Options & On Call Station Establishments	🟡	⭐	🟡	🟡

Pathway to Green / Next Steps:

- Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'

The May 2022 Change Portfolio Monthly Update Dashboard is available here*.*

ADF Low Severity	ADF Medium Severity	ADF High Severity
⭐	⭐	🟠
1,932	**1,966**	**283**
On Target	On Target	Slightly Off Target
YTD	YTD	YTD

Accidental dwelling fires achieved reductions across all three categories however, only 'low' and 'medium' severity achieved the targets set for the year.

'High' severity fires reduced by two per cent when the target was set at five per cent against the three-year average.

SFRS Median Response Time (mins)

Fsc Year ▾	Response times	Response times (East)	Response times (North)	Response times (West)
2021-22	8.10	8.35	9.10	7.60
2020-21	8.10	8.35	9.50	7.50
2019-20	7.70	7.90	8.45	7.20
2018-19	7.60	7.90	8.50	7.20
2017-18	7.60	8.00	8.40	7.10

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.

Median response time for the country as a whole is currently 8 minutes and 10 seconds.

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	★	★	★	★

The May 2022 Change Portfolio Monthly Update Dashboard is available here.
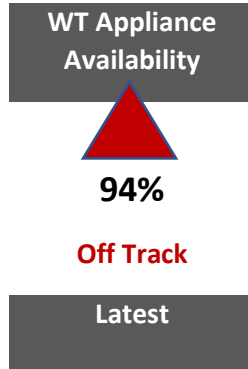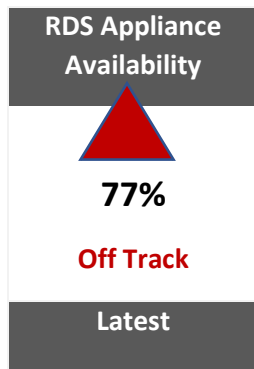
RDS Appliance Availability	**WT Appliance Availability**	Both availability of retained crews and wholetime appliances haven't achieved their targets for the period. Wholetime fell one percentage point short of 95 per cent confidence levels and retained crewing was 11 percentage points short of target. 77 per cent was achieved against a target of 88 per cent.
77%	**94%**	
Off Track	**Off Track**	
Latest	**Latest**	

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:

- Quality – stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in. Following the January 2022 Strategic Leadership Team workshop, a formal/legal letter was issued by the office of the Scottish Fire and Rescue Service Chief Officer to the supplier with.
- Skills and Resources – delivery of all aspects of the rectification plan, as instructed to supplier on 11 March 2021, and the provision of a detailed project implementation plan (by the provider, expected April 2022) including adequate resourcing. In addition, a strategic engagement meeting between the Scottish Fire and Rescue Service Deputy Chief Officer and supplier took place in April 2022.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	▲	● *Long term*	●	●

Pathway to Green / Next Steps:

- Project Board supported the development and research into the Emergency Services Network Connect data only proposal. Meetings thereafter took place with the Programme and Scottish Government. Working and Steering Groups have been formed.
- Meetings have taken place with the Handsfree Group who supply the devices as well as Fleet Management within Scottish Fire and Rescue Service. Further details behind this proposal will be presented to Project Board and Strategic Leadership Team over the next month. This, if adopted and financed, will significantly de-risk a lot of the Project for Scottish Fire and Rescue Service particularly in the fleet risks.
- A proposed timeline of transition will form part of the Project Initiation Document to be submitted to the Programme, this again will be forwarded to the Project Board and Strategic Leadership Team for approval. One of the many benefits of this proposal is a slower time adoption of the product allowing greater pilot and testing

- opportunities which will impact on the Quality delivery element. The early recruitment of fitting resources (financed by the Programme for a partial fit of devices) will again impact upon the resourcing scoring.
- Financing of this option is one of the significant issues to resolve. Securing long-term funding will be a clear path to recruit resources and purchase assets. Meetings have taken place, still no assurance regarding long-term funding, being managed as in-year pressure. New Scottish Government Senior Responsible Officer in place now, has met with the Strategic Lead and Project Manager. Funding for this year has been provided.
- Anticipated transition to Emergency Service Network Connect would be Summer 2023.

The May 2022 Change Portfolio Monthly Update Dashboard is available here.

Median Call Handling Times (mins)

Fsc Year ▼	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2021-22	1.32	1.27	1.67	1.25
2020-21	1.32	1.22	1.75	1.25
2019-20	1.22	1.12	1.47	1.17
2018-19	1.20	1.15	1.52	1.12
2017-18	1.22	1.27	1.45	1.10

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 per year for each Service Delivery Area are shown.

Call handling times for Scotland (median) shows no significant change.

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	25%	🟡
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	60%	⭐

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	70%	★

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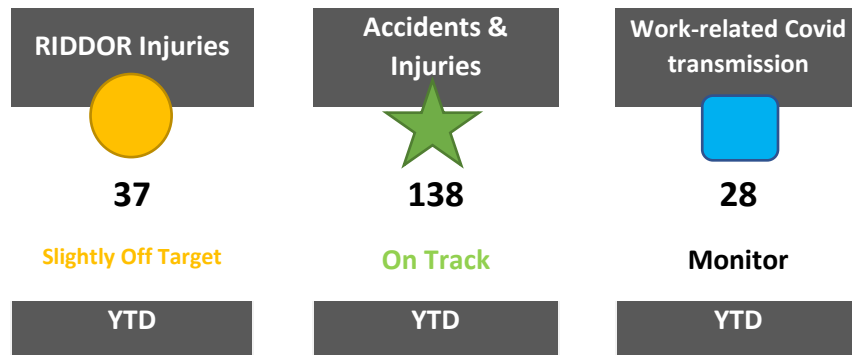
Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

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	65%	★
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	75%	★

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 March 2022 Risk Report is available here*.*

RIDDOR Injuries

37

Slightly Off Target

YTD

Accidents & Injuries

138

On Track

YTD

Work-related Covid transmission

28

Monitor

YTD

For the purposes of Performance Management Framework reporting, the RIDDOR Injuries figure shown includes work-related Covid transmission.

There were 37 RIDDOR reportable injuries this reporting year, of which 28 of them were due to work-related Covid transmission.

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	95%	🟡

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	100%	★
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2022	90%	●
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	100%	★
Complete decommissioning of fuel sites identified as environmental concerns surplus.	Finance and Contractual Services	01/02/2021	28/02/2024	85%	★

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	70%	▲
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/04/2021	31/03/2022	50%	▲
Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	01/04/2021	31/03/2022	80%	●

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

The March 2022 Risk Report is available here.

FOIs responded to within timescale	
91% Slightly Off Track	Although slightly off the 95% target, there has been significant improvement on the pre-Covid figures of 70-75% returned within 20 days to 91% across the reporting year. 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.

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. |
| **YTD** | |

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

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	90%	🟡
Develop and publish the SFRS Digital Strategy 2021-2024.	Service Development	01/04/2021	31/12/2021	100%	★
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	100%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Training, Finance and Asset System	←	★	★	🟡

Pathway to Green / Next Steps:

- Develop action plan in response to Digital Assurance Office audit which includes review of project plan and critical milestone planning and tracking.
- Conduct impact assessment of Digital Scotland Services Standard Level 1 audit and incorporate into project plan.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Rostering	★	★	★	🟡

Pathway to Green / Next Steps:

- Confirmation of resources to support creation of a project team and ensure stakeholders can be engaged with.

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

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment and Museum of Fire	←	★	●	★

Pathway to Green / Next Steps:

- Main Building cost: Consultant PM/QS to agree recent compensation events with the main contractor as well as agreeing a figure for any outstanding commercial matters. Contractor to review the commercial aspects of the project at the earliest opportunity so that clarity on cost is achieved and reported. This is ongoing.

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

The May 2022 Change Portfolio Monthly Update 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.	**16**

The March 2022 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	100%	★
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	75%	●
Create a structure for Service Delivery that recognises the relationship between its Functions.	Service Delivery	01/09/2020	31/03/2022	95%	●

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	🟡	Fire Safety Support and Education policy, procedure and guidance has been produced and published on iHub. Safeguarding Policies and Procedures are drafted and awaiting data sharing process to be supported by Information Governance. Fireskills policy and procedure has been reviewed however the Service now require a new credit rating body which has delayed this milestone. Discussions are taking place between Training Safety and Assurance (TSA), Human Resources and Equality & Diversity to ensure Safeguarding becomes mandatory training for all SFRS staff. Discussions continue to be held with ICT for access to ICT for volunteers to allow them to complete this training. Adult and Child protection E-learning modules are complete and a bid for this training will be submitted to the training for Operational competence group. Work is ongoing to establish a new credit rating body is needed for the delivery of Fireskills Youth Engagement Programme. Drill ground Supervision training briefing paper approved by Youth Volunteer Scheme board and TSA Directorate Management Team. Area identified to run a test of change which will be reported on by October 22. Safeguarding policies reviewed, and areas for improvement have been identified by information governance in relation to sharing sensitive data internally. Information governance supporting a new process to ensure this is more secure. Community Safety Education (CSE) Development Record sent to all Local Senior Officer (LSO) areas. CSE training action plan completed. Community Safety Advocate induction training delivered and feedback received. **This action is amber due to the slip in timescales.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by October 2022.**

1.2	Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery (Prevention & Protection)	31/03/2022	🟡	The procurement process has now concluded and the first programme of modules was delivered in March 2022. The programme continues with the first contingent progressing through the 9-week programme in a series of blocks. SFRS are part of National Fire Chiefs Council (NFCC) working group carrying out a review of NFCC Competency Framework. The outcome of the review will inform the work to be carried out to create an SFRS Competency Framework. Competency work will align with proposed development pathway for individuals. Awaiting conclusion of the review of the National Fire Chief's Council Competency Framework and the outcome of the staffing review to ensure development pathway meets the needs of the Service. Fire Safety Enforcement Modules have now been procured. This is the first necessary element of the Competency Framework to develop Fire Safety Enforcement Officers (FSEO) and Fire Engineering Officers. Further work to extend the Competency Framework will take place throughout 2023/24. A function-based Station Commander has been tasked to attend the Risk Based Inspection Development Workshops hosted by National Fire Chiefs Council. This will inform and support the review, design, development and implementation of a revised Risk Based Inspection Programme for SFRS. **This action is amber due to the slip in timescales caused by the need to await the conclusions of the review of the National Fire Chiefs Council Competency Framework and the outcome of the staffing review.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.**

1.1	Manage the commissioning of the new SFRS museum.	Service Delivery (Prevention & Protection)	30/11/2021	▲	Final layout and design drawings have been approved to ensure fabrication can begin and offsite construction began in January 2022 (created off display infrastructure). The on-site fit-out commenced on 8 April 2022 and the appliance move was scheduled 22 April 2022.The Health and Safety action plan for the museum has been developed and is in progress to support opening to the public and the handover of the site is anticipated in mid-July 2022. A post-handover pre-opening period will commence to ensure the site is ready for public access (including volunteer and staff training, health and safety assessments etc). Outstanding decisions and process around cost and budget for outstanding elements were to be discussed at meeting on 14 April 2022. **This action has been marked red due to the slip in the original timescales caused by a delay in the construction and fit out of the building.** **This action will be completed by the end of July 2022. It will remain within the exception reporting section of this report until it is completed.**
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	🟡	Progress of the programme development phase continues to catch up from the impact of the pandemic and concurrent priorities, with timescales for full recovery currently being scoped. As part of the recovery from Covid-19 some progress has been made with workstream and programme development progressed with initial one to one discussions with workstream leads and the implementation of leadership psychometric assessments. Workstream and programme development has progressed with initial one-to-one discussions with workstream leads as part of the Covid-19 recovery. Implementation of the interdependent Recovery Rest and Renew Leadership objectives within the People work package has commenced with the rollout of leadership psychometric assessments. Progress of the programme development phase continues to catch up from the impact of the pandemic and concurrent priorities, with timescales for full recovery currently being scoped. **This action is marked amber due to the pace reduction and delayed progress of the programme development phase caused by concurrent Service priorities and the ongoing pandemic.** **This action is continuing to be progressed to the original timescales of September 2023.**

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

3.3	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Training, Safety and Assurance	28/02/2022	▲	Engagement with ICT continues to develop the bespoke Health and Safety Management System (HSMIS) - TASS (Think, Act, Stay, Safe). ICT development work has not progressed as well as anticipated due to technical issues and competing demands within ICT. Due to resourcing issues within ICT there has been limited progress with the development of modules. **This action has been marked red as due to competing demands within ICT. There has been no significant progress in the development of the Health and Safety Management Information System (HSMIS) modules. This has resulted in delays which will impact upon the timescales of subsequent milestone activity.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.**
3.4	Develop a SFRS Communications and Engagement Strategy for 2021-23.	Strategic Planning, Performance and Communications	31/03/2022	●	The Communications and Engagement Strategy has been designed and Equality Impact Assessment (EIA) completed. EIA has been shared with the Equality and Diversity team for comment. Final proofing to be completed ahead of publication in May 2022. **This action has been marked amber as it has not been completed by its due date.** **This action is due to be fully completed by the end of May 2022 when the Communications and Engagement Strategy will be published. It will remain within the exception reporting section of this report until it is completed.**

4.2	Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Service Development	31/03/2022	▲	All milestones have progressed well but none have been completed due to failed recruitment, resolution delayed due to the global chip shortage impacting on hardware delivery timescales and non-compliance by staff with mandatory cyber security training. Two of the three new cyber security staff members have been recruited and were in post from August 2021. The third post has been re-advertised through an external recruitment campaign but no suitable candidates have been found due to market salary demands. Following the annual penetration tests in July 2021, 75% of high vulnerabilities have been resolved by mid-March 2022, 66% of total all high, medium and low vulnerabilities have been completed. A small number of actions will slip into 2022/23 due to extended hardware delivery timescales and limited development resources due to staff turnover. With regards to the annual cyber security training, 68.4% of staff have completed the training at 25 March 2022. Details of non-compliance are being provided to Senior Managers to progress. **This action is red due to the slip in timescales.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.**
4.3	Implement the new Wide Area Network.	Service Development	31/03/2022	●	Excellent progress has been made on implementation of sites on to the new Wide Area Network. The small number of outstanding sites will be completed before the existing contract ends in May 2022. **This action is amber due as it has not been completed by its due date.** **This action will be completed by the end of May 2022. It will remain within the exception reporting section of this report until it is completed.**

4.4	Implement Phase 1 of Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	31/03/2022	🟡	Progress to complete work on the Business Change Lifecycle has been impeded by a shift in priority to design and implement a Benefits Management Framework and Toolkit. Progress continues to be made however on the Business Change Lifecycle, albeit at a slower pace than was intended. Draft Governance Design for Portfolio Management has been documented, and in a state of readiness for implementation in alignment to the progress and implementation timeline of the Business Change Lifecycle. Work commenced on Portfolio Prioritisation has slowed down to allow for progress on Benefits and the Business Change Lifecycle. There is also a dependency on the work to formalise the Strategic Plan for 2022-25 and the priorities and imperatives that will be formed as an outcome of that work. Tooling has been de-prioritised because of the delays to implement key processes in the organisation. The priority should be to focus on the process framework and then focus on how the tools will both support and provide enablement. Level 1 of Sub-Process design now complete. To fully close the design milestone, we need to run Tests of Change prior to implementation. Test of Change initially delayed due to capacity issues and priority of Benefits management. Now expected to commence early Quarter 2 and therefore Latest Thinking Forecast of September 2022. **This action is amber due to the slip in timescales caused by the unexpected delay in the sub-process design, however, work is progressing across all milestones.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by September 2023.**
4.1	Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	31/03/2022	🟡	All corporate hubs have Electric Vehicle Charging facilities and the £1.5M grant secured has been prioritised to cover all remaining Wholetime Rural Watch Manager stations. All corporate buildings and larger Wholetime Fire Stations have a Photo Voltaic installation (where roof structure is suitable for installation). All larger premises have a Building Management System installed. **This action is as it has not been completed by its due date, despite work having been fully completed already on two of the three milestones.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.**

4.2	Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	31/03/2022	▲	Further discussions have been ongoing with Pension Advisors and Scottish Government. Agreement has been reached to move forward with the merge and a business case is in progress to be agreed through SFRS governance routes. Review of current Local Government Pension Scheme (LGPS) arrangements - Advisors were appointed and a Feasibility Study was completed and has been obtained. The review of the study has progressed and it has been determined advantageous to consolidate the LGPS schemes into one. Design and agree options to take forward - Design and options were agreed, have been completed and are in progress moving forward. Consultation on options with employees will be done once formal approval for the business case has been granted and more information and details are available to share. Procure/select provider - Included in Procurement workplan for 22/23 once approval has been obtained. **This action is red due to the slip in timescales following the delay in discussions with and appointment of Pension Advisors to assist in the process.** **This action has been transferred to the Annual Operating Plan 2022/23 and is expected to be completed by March 2023.**
4.2	Review the SFRS Corporate Governance Framework.	Strategic Planning, Performance and Communications	31/03/2022	🟡	The Good Governance Framework Draft is complete and is due for final approval at the April Good Governance Board, followed by submission to the SFRS Board on 28 April 2022. **This action is amber as it has not been completed by its due date.** **This action will be completed by the end of May 2022. It will remain within the exception reporting section of this report until it is completed.**
4.4	Create a structure for the Service Delivery Directorate that recognises the relationship between its constituent Functions.	Service Delivery	31/03/2022	🟡	This action is 95% complete with three of the four milestones fully completed. The final milestone is 80% complete and is awaiting confirmation of Central Staffing Restructure - Case for Change which would release staff to enable a wider restructure within the Operations Function. Work to implement a more localised restructure to improve capacity and resilience across some teams has commenced to address identified gaps. **This action is amber as it has not been completed by its due date.** **It will continue to remain within the exception reporting section of this report until it is completed.**

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

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	**Undertake a review of the structure of the Fire Investigation section to ensure the most effective and efficient model is in place.** *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.*	Service Delivery	30/09/2021	13/06/2022	▲	Following approval to implement Option 1, work on the restructure commenced on 1 December 2021. A working group reports to a Restructure Board. The Fire Brigade Union have been involved and are engaging with Fire Investigation staff around restructure matters. The group was working towards an implementation date of April 2022, however engagement with Representative Bodies and the Fire Investigation staff has been ongoing. Progress has been made with the Working Group reporting to the Fire Investigation Restructure Board. Human Resources colleagues are supporting the implementation. An extension to timescales have will be necessary to allow for further development and engagement on a one to one basis. Finance partners have been consulted and are aware. Pay protection elements are also being discussed with savings required to facilitate this aspect. The revised date of 1 June was initially communicated and agreed however to accommodate notification period and other issues the go live date for restructure implementation is the 13th June 2022. As of the 29th April 2022 all Fire Investigation personnel have been notified of moves. **This action is 90% complete and is red due to the slip in original milestone timescales.** **A revised due date of 13 June 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.**
3.1	**Review, revise and implement Pay and Reward Frameworks which ensure SFRS pay, terms and conditions are fair, transparent and**	People & Organisational Development	31/03/2021	31/03/2022	●	Dialogue has continued with the Fire Brigades Union during Quarter 4, involving consideration of next steps and exploration of alternative options for external assistance to seek to resolve the outstanding matter. Further correspondence was exchanged with the Fire Brigades Union, including exploration of alternative options for external assistance to seek to resolve the outstanding matter.

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

	attractive and remain fit for purpose: *Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.* *Outstanding milestone from 2020/21*					This action remains incomplete and will carry forward to 2022/23 **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. It will continue to remain within the exception reporting section of this report until it is completed.**
3.4	**Implement recommendations from the internal communications review.** *Outstanding milestone from 2020/21*	Strategic Planning, Performance and Communications	30/06/2021	31/05/2022	🟡	The review identified several solutions involved the intranet so the decision was taken to pause the business communications review and await the outcome for the iHub review before progressing further. Further engagement work is also required and this will begin in May 2022. Cascade brief proposal has been drafted and will be submitted to the Strategic Leadership Team for approval. The review and report have been concluded with recommendations made for redevelopment. **This action is amber status due to the slip in original and revised timescales. Work will continue with a view to complete following the ongoing engagement work in May 2022. It will continue to remain within the exception reporting section of this report until it is completed.**
4.2	**Maintain and develop robust Cyber Security minimising the opportunity for cyber-attack on SFRS ICT architecture and systems.** *Outstanding Milestones from 20/21*	Service Development	31/10/2021	30/09/2022	🔺	Multi Factor Authentication (MFA) tokens were received in March 2022 and planning is now underway for distribution. Logistics of delivering to 4000 staff across the Service is complex and likely to completed by September 2022. **This action is 90% complete and remains red due to the slip in original timescales caused by a delay in awarding the contract. A revised due date of September 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.**
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.* *Outstanding milestone from 2020/21*	Strategic Planning, Performance & Communications	31/03/2021	31/08/2022	🟡	29 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. **This action is 85% complete and remains amber due to the slip in original timescales caused by current local authority scrutiny processes. A revised due date of August 2022 is proposed. It will continue to remain within the exception reporting section of this report until it is completed.**

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

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	30/06/2022	▲	Working group continues to meet fortnightly to overview progress of restructure and associated work. A new implementation date of 13th June was agreed and all stakeholders aware. Final delivery model agreed and work ongoing to align all supporting documentation, amend Conference of Parties (COP) and additional training to Flexi Duty Officers continues. Restructure has been agreed and all Fire Investigation personnel notified as to moves, whether it be location, duty pattern, both or displaced. Work continues to align with ISO standards and a review of all policies/procedures underway to fit new structure and working patterns. Operations Control have been contacted regarding changes to COP and addition of Fire Investigation attribute to Flexi Duty Officer (FDO) cadre. **Although work is now progressing and is 75% complete, this action remains red due to the slip in the original timescale.** **This action has a revised due date of 13 June 2022. It will continue to remain within the exception reporting section of this report until it is completed.**