CORPORATE RISK AND PERFORMANCE 2022/23

Quarter 2 Progress Report

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 and Exception Report

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 2022/23. More information about our measures and their targets is contained in the SFRS Performance Management Framework.

This section also provides a commentary against any actions that have been allocated a red or amber RAG status and, as such, are not progressing as planned (exceptions). This gives more detail of why there may be some delays and, if necessary, what further actions are being done to bring the action and milestones back on track.

If the action is green and on track, no further information has been provided.

Section 3 – Residual Annual Operating Plan Action

This section provides commentary against any actions that have required to be carried forward from the previous Annual Operating Plans in 2021/22, 2020/21 and 2019/20. These actions will remain within the report until completion and are reported against original due dates. As such, each outstanding action will have a red RAG status until completed.

More detailed reports of our risks, measures and projects are provided to Committees of the Board to enable closer scrutiny of the steps we are taking to manage these.
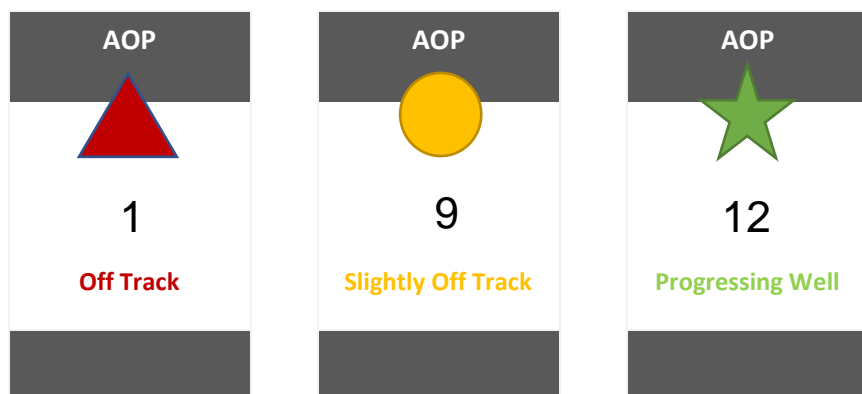
Section 1: Executive Summary
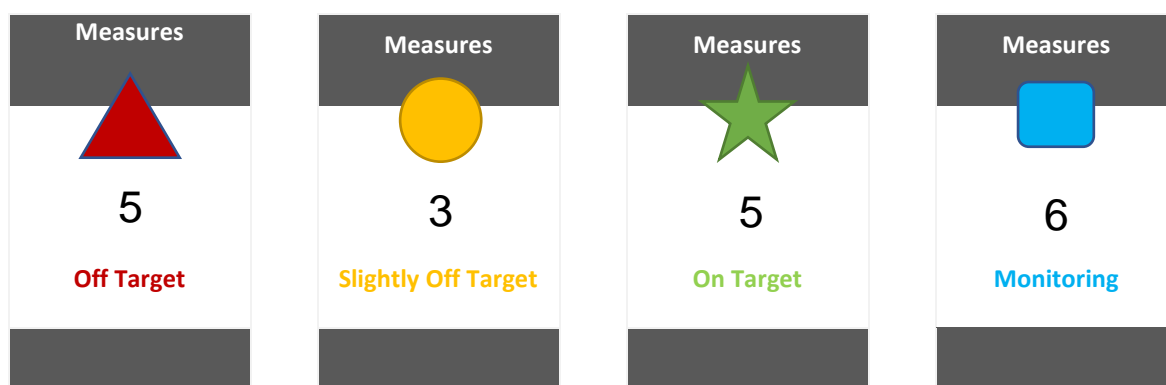
Strategic Risks Ratings Totals

Strategic Risk	Strategic Risk	Strategic Risk	Strategic Risk
🔴	🟠	🟡	🟢
4	5	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
🔺	🟠	⭐
1	9	12
Off Track	**Slightly Off Track**	**Progressing Well**

Performance Measures Target Result Totals

Measures	Measures	Measures	Measures
🔺	🟠	⭐	🟦
5	3	5	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	RAG
Review and strengthen SFRS approach to youth engagement, adult safeguarding and case conferences to ensure compliance with relevant legislation.	Service Delivery	01/04/2021	31/10/2022	100%	★

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

Pathway to Green / Next Steps:
 	
 • The Safe and Well project pilot evaluation report is underway.
 • Progress continues through Prevention & Protection projects/business as usual activity.
 • The quality remains red due to the ICT challenges:
     o The Project requires the partner site and the Progressive Web Application (PWA) to be completed and piloted (no due date available as yet).
     o Safe and Well Project Manager has formed an ICT sub group to provide focus on these elements (ongoing).
     o ICT report that progress is being made but they continue to have resourcing challenges (ongoing).
     o The Project Team are working with ICT to prioritise outstanding work (ongoing).				

The November 2022 Change Portfolio Monthly Update 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.	15
3	Ability to collaborate effectively with partners and communities to enhance service delivery and best value.	12

*The October 2022 Risk Report is **available here.***
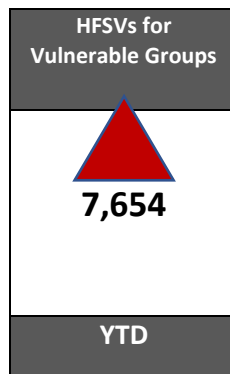
Home Fire Safety Visits		HFSVs for Vulnerable Groups		The number of Home Fire Safety Visits conducted for the year is four per cent lower than in 2021/22 and 44 per cent lower than the three-year average prior to the pandemic.

Home Fire Safety Visits

19,685

Off Target

YTD

HFSVs for Vulnerable Groups

7,654

YTD

The number of Home Fire Safety Visits conducted for the year is four per cent lower than in 2021/22 and 44 per cent lower than the three-year average prior to the pandemic.

The demand from self-referrals and partner referrals are both down on pre-pandemic levels, direct targeting remains unchanged on last year but Post Domestic Incident Response (PDIR) has returned to normal levels. Work is ongoing in the Service Delivery Areas to improve performance now that post-pandemic local statistics are available.

High risk visits were down on the previous year down 18 percent on the target. Across the three SDAs visits were down 17 per cent (North), 30 per cent (East) and 22 percent (West).

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	RAG
Agree and implement a SFRS specific Fire Safety Enforcement (FSE) Competency Framework to align with national guidance.	Service Delivery	01/04/2021	31/03/2023	40%	🟡

Exception Summary Report:

- This action has been marked as amber due to milestone slippage, however, it is likely that the overall action will be completed by target end date.
- Prevention and Protection functional staff have started to prepare information to produce a draft Competency Framework (CF). The SFRS version will go for approval in the next Quarter. Initial stages have been implemented, including the provision of the required level of training required for Protection Officers (Quarter 3/Quarter 4).
- Work to produce a development pathway for Fire Safety Enforcement ongoing with visits to Wales and Northern Ireland being arranged to inform an initial draft development pathway to be produced (Quarter 3).
- Procurement of an accredited training package for new Fire Safety Enforcement and Fire Engineering Officers which aligns to the agreed Competency Framework is now proceeding and security of services of Recognised Prior Learning (RPL) provider are planned (Quarters 3 and 4).
- The Risk Based Inspection Programme (RBIP) and Risk Rating Methodology (RRM) Frameworks should be complete in Quarter 3. SFRS will review these and current RRM/RBIP and draft an implementation plan if appropriate (Quarter 4).

Non-Domestic Fires 🟡 **818** Slightly Off Target **YTD**	Indicators for fires in non-domestic buildings were down by less than one per cent. The number of incidents attended in these categories may increase once all outstanding incident reports are complete hence performance to target shown as 'amber'.

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

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
⭐	🟦
109	**15**
On Target	**Monitoring**
YTD	YTD

In the second quarter there were three fire fatalities recorded, two reported in dwellings, making a total of 15 this year. One fatality has been confirmed as 'fire related', with two still 'not known'. All three casualties were female, two aged over 60 and one 'not known'.

Fire casualties continue to report at an all-time low* and continue to significantly meet target. The reduction of fire casualties from accidental dwelling fires on last year alone is greater than 50 per cent at the time of reporting. This is likely to be considerably more favourable than the true value, as there are known recording issues and quality assurance is ongoing. Service Delivery and the Business Intelligence team have agreed, in principle, to a new process which will be trialled early next year and which seeks to improve IRS data quality overall.

*At time of writing 30 incidents attended have been found to contain 'casualties' but attending crews have failed to record. Quality assurance procedures will correct these to ensure they are reflected in future reports.

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	RAG
Deliver the agreed Unwanted Fire Alarm Signals (UFAS) Implementation Work Plan for the preferred option as agreed following the national consultation process.	Service Delivery	01/10/2021	31/03/2023	50%	★

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 2022 Risk Report is **available here.**

Unwanted Fire Alarm Signals	Indicators for Unwanted Fire Alarm Signals were down by less than one per cent. The number of incidents attended in these categories may increase once all outstanding incident reports are complete, hence performance to target shown as 'amber'.
🟡 **15,073** **Slightly Off 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 Index Model (formerly Futures Vision)	🟡	★	★	🔺

Pathway to Green / Next Steps:

- Confirm and test internal arrangements for running the Community Risk Index Model (CRIM) code independently. This includes the provision of a Large Capacity Desktop to provide the necessary computing capacity to refresh and the CRIM metric (Quarter 3).
- Receive CRIM code programming training from Nottingham University (Quarter 3).
- Revised/extended programme timeline that will provide sufficient time for appropriate CRIM development (Quarter 3).

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

Pathway to Green / Next Steps:

- Obtain formal approval for revised SAR Project timeline and milestones to reflect the strategic requirement for a change in the project scope (Quarter 3).
- Secure additional Geographic Information System (GIS) Analyst capability to deliver the next iteration of the CRIM (Quarter 3 2022).
- Engage with external resource modelling specialist in the identification of alternative Outline Options for Change which address the change in project scope (Quarter 3).
- Conduct detailed simulation modelling to assess the impacts of Station and Appliance Options for Change (Quarter 3 22/23 to Quarter 2 23/24).
- Engage with internal partners in the development of Station and Appliance Options for Change (Quarter 3 22/23 to Quarter 2 23/24).
- Populate Business Case and Impact Assessments with sufficient detail to enable selection of the most suitable Station and Appliance Options for Change for refinement and consultation (Quarter 3 22/23 to Quarter 2 23/24).

*The November 2022 Change Portfolio Monthly Update 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.	16
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.	12

The October 2022 Risk Report is **available here.**

Incidents Attended

52,704

Monitoring

YTD

Q2 only

Top 10 incident types	Total
01. False Alarm (UFAS) (29.7%)	8255
02. False Alarm (Dwelling) (14.9%)	4136
03. Outdoor Fire (12.2%)	3382
04. False Alarm (Good Intent) (8.6%)	2394
05. Refuse Fire (8.5%)	2358
06. Special Service - Effecting entry/exit (4.0%)	1101
07. Dwelling Fire (3.7%)	1034
08. Other Primary Fire (2.5%)	706
09. Special Service - RTC (2.2%)	600
10. Vehicle Fire (1.9%)	529

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	RAG
Implementation of the SFRS Operational Strategy.	Service Delivery	01/04/2022	31/12/2022	100%	★
Delivery of the Document Conversion Project	Service Delivery	01/04/2022	31/03/2023	40%	●

Exception Summary Report:

- This action has been marked as amber due to some slippage on milestones, however, it is likely that the overall action will be completed by target end date of March 2023.
- The completion of Transport Work packages due October 2022, is 90% complete. Additional workstreams have impacted delivery.
  [SO2:2 Milestone 2: Revised due date from October 2022 to December 2022 requested]
- The Firefighting Work packages, due in January 2023 are 60% complete but additional workstreams have impacted delivery and the work will not be completed by the due date.
  [SO2:2 Milestone 3: Revised due date from January 2023 to February 2023 requested]

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Demand Based Duty System (DBDS)	▲	★	★	●

Pathway to Green / Next Steps:

• Obtain formal approval for revised DBDS Project timeline and milestones to reflect the strategic requirement for a change in the project scope (Quarter 3).
• Secure additional GIS Analyst capability to deliver the next iteration of the CRIM (Quarter 3).
• Engage with external resource modelling specialist in the identification of alternative Outline Options for Change which address the change in project scope (Quarter 3).
• Conduct detailed simulation modelling to assess the impacts of Alternative Duty System Options for Change (Quarter 3 22/23 to Quarter 2 23/24).

• Engage with internal partners in the development of Alternative Duty System Options for Change (Quarter 3 22/23 to Quarter 2 23/24). • Populate Business Case and Impact Assessments with sufficient detail to enable selection of the most suitable Alternative Duty System Options for Change for refinement and consultation (Quarter 3 22/23 to Quarter 2 23/24). • Ensure that robust Human Resource and management documentation is in place to support any expansion of the existing Day Shift Duty System and Mid Shift Duty System.			

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Responding Options and Duty Systems (On Call)	●	★	●	▲

Pathway to Green / Next Steps:

- Regular monitoring of 'skills' and 'resource' and potential impact and risk to agreed project milestones (ongoing).
- Priority consideration continues to be given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'time' and 'quality' (ongoing).
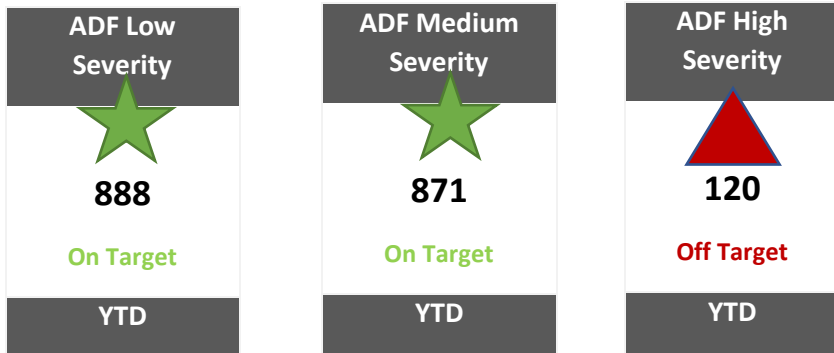- Continue provision of support for migration of pilot (ongoing).

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
On Call Attraction and Recruitment Improvements	●	★	●	▲

Pathway to Green / Next Steps:

- Whilst the Recruitment and Selection (R&S) improvements have been implemented, briefing sessions will support implementation of the new arrangements, coupled with close monitoring to respond to any implementation issues, with ongoing drop-in sessions and briefings scheduled to maintain focus (Quarter 3).
- The Pre-Employment Engagement Process (PEEP) process now forms an integral part of the revised R&S process and, as such, a review of how well this has been embedded is underway. Feedback from PEEP Phase 2 pilot areas is being collated to identify and address any issues before being progressed nationally (Quarter 3).

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

Pathway to Green / Next Steps:

- Regular monitoring of skills and resource, time, and quality with issues and potential impact/risk to agreed (ongoing).

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

ADF Low Severity	ADF Medium Severity	ADF High Severity
★	★	▲
888	**871**	**120**
On Target	On Target	Off Target
YTD	YTD	YTD

Low and medium severity accidental dwelling fires continue to meet the target but slightly higher activity in the second quarter means that the reductions reported after quarter one have slowed.

High severity occurrences had a five per cent reduction against the three-year average target of 123, but the current three-year average stands at 127. Year-to-date activity is currently 120 fires.

SFRS Median Response Time (mins)

Year	Average/Median response time	Average/Median response time (East)	Average/Median response time (North)	Average/Median response time (West)
2022-23	8.20	8.80	9.40	7.50
2021-22	8.20	8.50	9.60	7.60
2020-21	8.00	8.20	9.50	7.30
2019-20	7.60	8.00	8.50	7.10
2018-19	7.80	8.00	8.70	7.25
2017-18	7.50	7.70	8.30	7.00

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 show no significant change from the previous quarter and no change from the previous year.
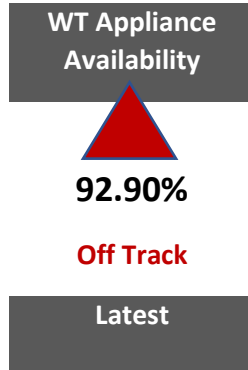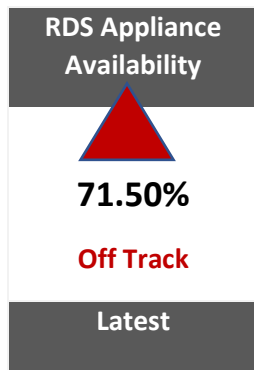
Strategic Outcome 2: Response
Our flexible operational response provides an effective emergency response to meet diverse community risks across Scotland.

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.					

RDS Appliance Availability	WT Appliance Availability	Availability of crews has reduced sharply for both Retained and Wholetime personnel due, in large part, to an imbalance between leavers and new entrants. The statistic presented for Wholetime availability reflects current challenges, but may not be accurate due to data collection and methodology issues.
▲	▲	
71.50%	**92.90%**	
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)	-	-	-	-
The November Project Highlight Report for the Command and Control Futures Project will be held in private and, as such, the update is not available.				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Network	-	-	-	-
The November Project Highlight Report for the Emergency Services Network Project will be held in private and, as such, the update is not available.				

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Emergency Services Mobile Communications Programme	🟡	🔺	⭐	🟡

Pathway to Green / Next Steps:

- Scottish Government fully briefed on the proposal and the finance required, proposals approved and backed by the Scottish Government and Programme (ongoing).
- Funding now approved by the PUS to Cabinet Office and Treasury. Once financed this option will significantly de-risk a lot of the Project for SFRS, particularly in the Fleet Migration and Training risks. Financing of this option between the Home Office and Scottish Government is one of the significant issues to resolve. Securing long term funding from the Scottish Government (SG) will be a clear path to recruit resources and purchase assets (ongoing).
- Meetings with the SG Finance have taken place, still no assurance regarding long term funding, being managed as in year pressure.
- Funding for this year has been provided.

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

Median Call Handling Times (mins)

Year	Call handling times	Call handling times, East	Call handling times, North	Call handling times, West
2022-23	1.30	1.30	1.67	1.20
2021-22	1.27	1.22	1.82	1.20
2020-21	1.32	1.20	1.77	1.20
2019-20	1.22	1.12	1.52	1.12
2018-19	1.22	1.17	1.52	1.15
2017-18	1.17	1.17	1.45	1.07

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 are unchanged from the previous quarter and no significant change from the previous second quarter. Since 2017/18 there is an eight second variance in times recorded.

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	RAG
Deliver Strategic Workforce Planning and Resourcing.	People and Organisational Development	01/04/2020	31/03/2023	50%	★
Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	People and Organisational Development	01/10/2020	30/09/2023	25%	●

Exception Summary Report:
- This action has been marked as amber due to some slippage on workstreams, however, it is likely that the overall action will be completed by target end date.
- Building the Future Together programme re-engagement sessions with workstream leads will continue in to Quart 3. Various workstreams across the programme have recommenced and continue in to Quarter 3 and Quarter 4.
- Activity to identify and implement any changes to People and Organisational Development's (POD) structures, capabilities and ways of working required to deliver the People Strategy continue, aligned to work within the PTFAS/PPFT workstream. This work continues to follow the progression of the POD model.
- Engagement with stakeholders across SFRS to develop and roll out the organisation's People Strategy, linked to the Long-Term Vision and new Strategic Plan 2022-25 now planned to commence Quarter 3, early Quarter 4 to ensure the Strategy remains aligned to the POD Model, prior to socialisation.

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	RAG
Implementation of Year 3 of the Training Strategy.	Training, Safety and Assurance	01/04/2022	31/03/2023	90%	★
Full Review of the Training Continuous Improvement Programme.	Training, Safety and Assurance	01/04/2022	30/06/2022	100%	★

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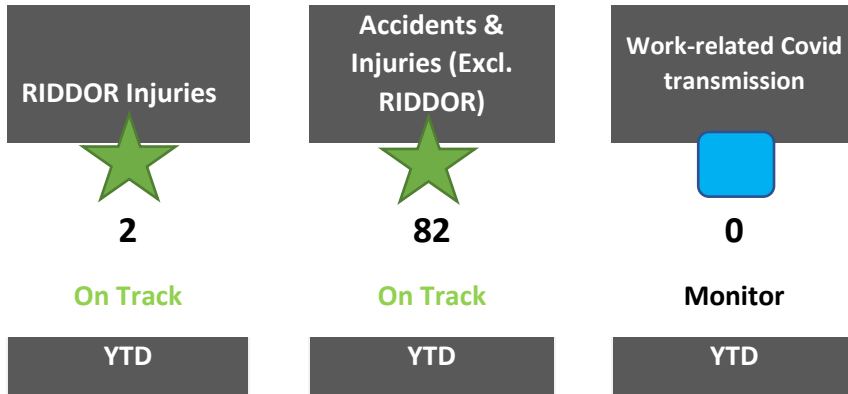
Objectives 3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

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

Annual Operating Plan Action	Directorate	Start Date	Due Date	% Complete	RAG
Strengthen arrangements to help improve and mainstream positive mental and physical wellbeing arrangements that remain responsive to employee needs.	People and Organisational Development	01/04/2022	31/03/2024	70%	★
Further enhance the management of risk to safety within the operational environment.	Training, Safety and Assurance	01/04/2022	31/03/2023	50%	★
Progress the development of an in-house Health and Safety Management Information System. (HSMIS)	Training, Safety and Assurance	01/04/2022	31/03/2023	50%	●

Exception Summary Report:

- This action is marked as amber however, it may be completed by target end date despite considerable challenges being experienced in terms of capacity within ICT which has significantly impacted delivery.
- Safety and Assurance testing of Digital Screen Equipment and Reporting modules to be completed in October 2022 and scheduled to go live in November 2022.
  [SO5:3 Milestone 1: Revised due date from June 2022 to December 2022 requested]
- The development of Premises Inspection, Transport and Risk Assessment is nearing completion and will be subject to user testing in Quarter 3/Quarter4. Module development is ongoing, with ICT estimating completion by the end of Quarter 4.
  [SO5:3 Milestone 2: Revised due date from September 2022 to March 2023 requested]
- Specification of system elements of Self-Audit and First Aid complete, however, no progress has been made with module development due to ICT capacity.
  [**SO5:3 Milestone 3: Revised due from January 2023 to March 2023 requested]**

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.	**20**

The October 2022 Risk Report is **available here.**

RIDDOR Injuries	Accidents & Injuries (Excl. RIDDOR)	Work-related Covid transmission
2	**82**	**0**
On Track	On Track	Monitor
YTD	YTD	YTD

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

There have been 2 RIDDOR reportable injuries this year, of which there were no work-related Covid transmissions. There have been 82 Accidents and Injuries which is 5 percent less than the previous three-year average.

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	RAG
Develop a SFRS Communications and Engagement Strategy for 2021 – 2023.	Strategic Planning, Performance and Communications	01/01/2022	Q1 2023	95%	▲

Exception Summary Report:

- The Communications and Engagement Strategy was withdrawn from the Board Agenda in August 2022.
- The postponement will allow the Strategy to be amended to reflect the implications of the Resource Spending Review and ensure alignment with the Strategic Plan 2022-25.
- It is anticipated that the Strategy will be submitted to the Board in Quarter 1 of 2023/24 with an amended date of 2023-2026.

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	RAG
Implement Year 2 Actions from the Carbon Management Plan 2020-2025.	Finance and Contractual Services	01/04/2021	31/03/2023	5%	🟡

Exception Summary Report:

- This action is marked as amber at this point; however, it is unlikely to be completed by target end date due to considerable challenges being experienced in terms of budget which will significantly impact delivery.
- No installations of Electric Vehicle Charging to corporate hubs and rural wholetime stations with Watch Managers have taken place yet, however, a meeting with the Marketing Director of supplier is being arranged to discuss the delays.
- Scottish Government funding was secured for solar Photo Voltaic installations at 21 sites. Projects will be delivered through contractor and programmes and schedules are being worked on.
- No budget or funding was secured for building management systems, only funding for building heating controls at eight stations.
- There is no internal budget for the Carbon Management Plan in 2022/23, therefore there are no projects underway.

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	RAG
Maintain and develop robust Cyber Security minimising the opportunity for Cyber-attack on SFRS ICT architecture and systems.	Service Development	01/04/2022	31/03/2023	20%	★
Explore opportunities to consolidate Local Government Pension Scheme (LGPS) membership.	Finance and Contractual Services	01/01/2022	31/03/2023	80%	★

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

*The October 2022 Risk Report is **available here.***

FOIs responded to within timescale	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 the quarter.
88% Slightly Off Track YTD	The Information Governance Team received slightly more requests than last quarter and managed to increase their completion rate from last Quarter (87%), although not to the target.

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	RAG
Procure and implement replacement digital fireground radios.	Service Development	01/04/2022	31/03/2023	20%	🟡
Exception Summary Report: • The digital radio procurement exercise is underway but it will slip into January 2023 for contract of the award. **[SO4:5 Milestone 1: Revised due date from September 2022 to January 2023 requested]** • The development of an implementation plan to rollout replacement radios is dependent on procurement timescales but principles of approach are under discussion. **[SO4:5 Milestone 1: Revised due date from September 2022 to January 2023 requested]** • The commencement of the rollout of replacement radios is dependent on procurement timescales but there is a possibility that this will commence on schedule and be delivered by March 2023.					
Plan and prepare for the introduction of the new Emergency Services Network (ESN).	Service Development	01/03/2022	31/03/2023	50%	★

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
People, Payroll, Finance & Training (PPFT)	🟡	🟡	★	★
Pathway to Green / Next Steps: • Re-baseline Project Plan with effort and resource for Scottish Government (SG) Shared Service options appraisal and assessment and revised dates for Scottish Government DAO Assurance Date (DSSS) assessments included (Quarter 3). • Continue to onboard resources and new client-side partner to support workload for SG Assurance Gateways and Invitation to Tender (Quarter 3). • Affordability of new solution to be agreed by Senior Responsible Officer and Director of Finance to incorporate into Invitation to Tender (Quarter 3). • Sign new contract with supplier to avoid additional and excessive costs as contract expires in October 2023 (Quarter 3). • Determine the feasibility and solution for SG Shared Services Oracle Enterprise Resource Planning (ERP) estimated to be November 2022 (Quarter 3).				

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

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

Pathway to Green / Next Steps:

- Confirmation of additional resources to support the creation of an expanded project team (Quarter 3).
- Utilising operational staff and People, Training, Finance and Asset System programme Small and Medium Enterprises (SMEs) as an interim measure until the full project team is in place (Quarter 3).
- Detailed analysis of information gathered to start forming the statement of requirements (Quarter 4).

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

Pathway to Green / Next Steps:

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

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

Pathway to Green / Next Steps:

- The accepted programme indicates completion in March 2023 this is in advance of the agreed SFRS programme.

Portfolio Office Projects	Time	Cost	Quality	Skills & Resource
Low Carbon Appliance	★	★	★	★

Pathway to Green / Next Steps:

- The accepted programme indicates completion in Quarter 1 (2023/24).

The November 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.	**20**

The October 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	RAG
Develop a SFRS Innovation Strategy.	Strategic Planning, Performance and Communications	01/04/2022	31/12/2022	100%	★
Implement Portfolio, Programme and Project approach to managing change across the SFRS.	Service Development	01/01/2022	30/03/2023	50%	🟡

Exception Summary Report:

- Integration of the business case process has been delayed as it will form part of the work being undertaken by the client-side partners working on the Business Change Lifecycle.
  [SO4:2 Milestone 1: Revised due date from September 2022 to March 2023 requested]
- The design of Portfolio roles and responsibilities will form part of the above work and expected to be completed by the end of September, as such a new date has not been requested.
- The new structural design of Portfolio Governance, due in September, has been drafted along with supporting Terms of Reference and will be presented to Strategic Leadership Team in October, following approval at Senior Management Board, for review and approval for implementation. As the slip in timescale is so minor, a new due date has not been requested.
- First draft of recommended Change Portfolio Prioritisation Model was presented at a Board Strategy Day and it was agreed that this can now be used in conjunction with any new strategic demand to help inform prioritisation. A definition of Change for SFRS has been drafted and will be circulated with the Change Portfolio Investment Committee when formally established for approval. This milestone was due in September and an extension has been requested to complete the task.
  [SO4:2 Milestone 5: Revised due date from September 2022 to March 2023 requested]

Implement a Management of Value Framework that enables a Best Value approach to SFRS Investment in Change.	Service Development	01/02/2022	30/03/2023	60%	🟡

Exception Summary Report:

- The benefits framework and toolkit implementation is progressing with new implementations taking in Health and Wellbeing and Training within the People, Training,

Finance, and Asset System Programme, as well as continuing the test of change with On Call and Safe & Well. Further sessions on the Benefits Framework have been presented to the Service Delivery Model Programme programme team with a view to further dialogue and collaboration. This work remains ongoing and will not be completed by the revised due date of October 2022 due to resource constraints.
[SO4:3 Milestone 1: Revised due date from October 2022 to March 2023 requested]
- Work to establish a Benefits Management Process is ongoing with a Test of Change underway. This work has not been completed by the September 2022 due date due to resource constraints.
[SO4:3 Milestone 2: Revised due date from September 2022 to December 2023 requested]
- Work to integrate the Benefits Management Process with Business Case Process will form part of the work being undertaken by the client-side partner working on the Business Change Lifecycle. This means that the due date of September 2022 has not been met.
[SO4:3 Milestone 3: Revised due date from September 2022 to January 2023 requested]
- The development of Benefits Management Reporting and KPIs is contained within the Benefits Framework Test of Change. It has not been completed by the original due date of September 2022.
[SO4:5 Milestone 3: Revised due date from September 2022 to March 2023 requested]

Design and Implement a Continuous Improvement Framework across SFRS.	Service Development	01/01/2022	30/06/2023	20%	🟡

Exception Summary Report:

- Development of the Continuous Improvement and Quality Strategy has been delayed due to a reduction in the central Service Improvement resources, however, work has continued to progress in terms of the implementation of the European Foundation for Quality Management (EFQM) Framework and EFQM assessment tools. This milestone is due in January 2023, no revision has been requested at this point.
- Development of a Self-Assessment Process and Reporting format is ongoing, but behind schedule. The EFQM Test of Change is now in the implementation phase of this project, 12 face to face workshops have been undertaken using the 'Questionnaire' level of EFQM within stations. As a result of these workshops, two PDSA's have been undertaken and small improvements made to the process, supporting our Test of Change learning. All stations, FDMs and the Area Management Team (Matrix level) in D&G will be self-assessed in this Test of Change. In partnership with D&G LSO and Management Team we have realigned the timeline for this first Test of Change to finish end Oct 2022.
[SO5:3 Milestone 2: Revised due date from June 2022 to March 2023 requested]
- Work to establish a suite of Continuous Improvement processes and tools is underway with EFQM assessment tools procured which represents the beginning of establishing a suite of tools, however, resource constraints could delay further progress, impacting the December 2022 due date.
[SO5:3 Milestone 3: Revised due date from December 2022 to March 2023 requested]

Section 3: Residual AOP Actions from 2021/22, 2020/21 and 2019/20

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2021/22	1.4	Manage the commissioning of the new SFRS museum.	Service Delivery (Prevention & Protection)	30/1/2021	2nd revised due date 31/01/2023	▲	Fit out of the museum commenced in June by specialist contractors. The main gallery phase is complete and the snagging period underway to resolve minor issues. Dehumidifier install remains paused, looking at options for temporary solution until component parts become available. Fit out of reception and the shop space is due to complete in October 2022. Ongoing McDonald Road works are complete, reception space fitout to be completed this Quarter. Dehumidifier install may prevent public opening. Project managers are exploring other options. Health and Safety processes such as Fire Risk Assessment are underway. **This action remains at 90% complete and is 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 January 2023. It will remain within the exception reporting section of this report until it is completed.**
2021/22	4.2	Implement the new Wide Area Network.	Service Development	31/08/2022	TBC	★	The work at the last outstanding site has been completed. **This action is now complete.**

AOP Year	Objective	Annual Operating Plan Action	Directorate	Due Date	Revised Due Date	RAG	Commentary Update
2020/21	3.1	**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***: Progress consultation and negotiation to implement harmonised terms and conditions for Retained Duty System (RDS) staff.*	People & Organisational Development	31/03/2021	31/03/2023	▲	External assistance via the NJC Secretariat took place in Q2 however, this was unsuccessful in reaching an agreed way forward to address the outstanding area of disagreement. Further discussions have continued with the FBU during Quarter 2, with the viability of an alternative option being explored with a view to resolving matters in respect of the differing positions regarding contracts and retaining fees. **This action is now 95% complete but remains red due to the slip in original timescales. A revised due date of March 2023 was previously agreed however it is also expected that further delays will impact upon this revised due date.** **It will continue to remain within the exception reporting section of this report until it is completed.**
2020/21	3.17	**Implement recommendations from the internal communications review.**	Strategic Planning, Performance & Communications	30/06/2021	31/03/2023	▲	This action is almost complete with one short-term action remaining outstanding which is to develop an internal communications framework. During the reporting period two actions were prioritised over the Framework: 1. The first FRS Cascade Brief was produced. 2. An Invitation to Tender for the redevelopment of iHub was developed and issued. **This action has a red status due to the slip in original and revised timescales. Work is 80% complete and revised due date of 31 March 2023 has been provided for full completion.** **It will continue to remain within the exception reporting section of this report until it is completed.**
2020/21	4.1	**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.*	Strategic Planning, Performance & Communications	31/03/2021	31/08/2022	★	This action has now been superseded by the requirement to review all Local Plans in line with the new Strategic Plan 2022-25. As such it is recommended that this action is closed off with the minor outstanding work forming part of that workstream.

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

2019/20	1.2	Design and implement revised Fire Investigation (FI) Delivery Model.	Service Delivery	31/03/2020	31/12/2022	▲	Following on from the design/implementation of the new Fire Investigation (FI) model, all policies and procedures have been amended to reflect this and FI continue to deliver as per expectations. Work continues to align to ISO 17020 with all learning from National groups reviewed and applied moving forward. Aligning to ISO 17020 is a continuous process and has not yet been achieved Nationally so this will continue into the New Year and the overall % complete for this action has increased to 80%. **Although work is now progressing, this action remains red due to the slip in the original timescale with the remaining outstanding milestone at 60% complete.** **This action has a revised due date of 31 December 2022 and it will continue to remain within the exception reporting section of this report until it is completed.**