

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# **SFRS THREE-YEAR DELIVERY PLAN**

**2024/25 – 2026/27**

## CONTENTS

Introduction.....	3
The Long-Term Priorities for Scotland.....	5
What is the SFRS Three-Year Delivery Plan.....	6
Change Activity .....	7
Business as Usual Activity.....	9
Governance and Performance.....	9
Three Year Strategic and Change Activity Forecast.....	10
Annual Operating Plan 2024/25.....	13

**Safety. Teamwork. Respect. Innovation.**

## INTRODUCTION

As a Service we have a strong sense of how we must evolve and keep improving into the future. The Scottish Government publishes the [Fire and Rescue Framework for Scotland](#) and the Scottish Fire and Rescue Service (SFRS) describes how we meet that Framework through our 10-year [Long-Term Vision](#) and through the SFRS [Strategic Plan 2022-25](#). Our Operating Plan 2024/25 details the key activities we will undertake for the next three years as we deliver against our longer-term Strategic Outcomes and includes detailed milestones for those actions we will deliver for the year ahead.

Looking forward, and like many other public sector organisations in Scotland, the Service is entering into a challenging financial backdrop.

In cash terms for 2024/25, the Scottish Government has provided an uplift of £13.6 million in resource funding and an additional £10.3 million for capital. Despite this funding increase, the Service expects to experience ongoing cost pressures, which alongside the challenges facing public sector funding, will mean substantial savings are required over the three-year period.

We will require to remain agile and reform-focused in responding to an uncertain fiscal environment with the aim of ensuring services contribute strongly to Scotland's National Outcomes; maximise public value; and achieve our ambitions as set out in our Long-Term Vision and our Strategic Plan 2022-25.

We successfully delivered the amalgamation of Scotland's eight fire and rescue services to create the Scottish Fire and Rescue Service. We are proud of the seamless creation of a Service that, though such a period of unprecedented change, continued to deliver efficient and effective emergency services to the people of Scotland, whilst meeting the financial savings required of us by Scottish Government.

We want to keep evolving and deliver a modern, sustainable fire and rescue service that is ready to face the challenges of Scotland's future. There are specific priorities that are important to achieving this over the years ahead.

The first area of focus is to ensure we deliver the best possible services to the people of Scotland and that we recognise the need to adapt to the changes in risk across the many communities of Scotland. We know that some of our stations and appliances are situated in communities based on historical patterns of risk, but those risks have changed over the years. At the same time, we have many ageing buildings that are simply no longer fit for purpose, and this requires urgent action. Our Strategic Service Review Programme (SSRP) will address some of these challenges. Working with the people of Scotland and our stakeholders, the programme will help us identify how we need to change as a Service to achieve our modernisation ambitions, whilst meeting the financial challenges we face over the next three years.

To address these challenges we will support the delivery of major change projects across the organisation. An example of this is the crucial work to introduce a new mobilising system for the Scottish Fire and Rescue Service.

The safety of SFRS staff remains a priority for the Service. Our dedicated workforce performs life-saving activities on a daily basis, and we will do everything that we can to ensure that they are safe when they carry out their crucial role for the communities of Scotland. A key area of focus in this regard includes the work being carried out to understand the risk that contaminants can have on the health of firefighters and the mitigations we can put in place to limit any danger. We will continue to work with the representative bodies of our staff as we develop our plans in doing so.

The mental health of our people is equally as important. We have several activities planned that aim to improve the health and safety of our staff. The development of the SFRS Wellbeing Framework will be integral to this, as we aim to develop our existing Mental Health Strategy into a framework that provides a far more holistic approach to both the physical and psychological wellbeing of our workforce.

Our third focus is to provide a workplace that creates a positive and inclusive culture, with an open and supportive environment within which all our people can operate. In support of the SFRS Cultural Action Plan and some of the recent recommendations made in the HM Fire Service Inspectorate's report 'Mental Health and Wellbeing Support in the SFRS', work will begin on a series of activities that aim to continue to nurture an inclusive culture that supports our organisational values. One of the most important aspects of this will be hearing from staff, through our Colleague Experience Survey, to understand how they feel about our current culture – what are we good at and where we need to make improvements. Such steps are important to ensuring that all staff feel supported to be their true selves in the workplace. Focus will also be given on continuing to provide our supervisory and middle managers with the skills they need to champion an inclusive culture; and attracting and supporting a more diverse pool of candidates, ensuring that our workforce is more reflective of the communities that we serve.

In 2024 we will be marking the bicentenary of the world's first municipal fire service that was founded in Edinburgh in 1824. The bicentenary provides us with a great opportunity to celebrate the heritage of our Service and we will mark the bicentenary with a service at St Giles Cathedral in October.

We trust that you will find this Three-Year Delivery Plan insightful and, through the activities proposed, see our continued commitment to the delivery of first class fire and rescue service that is fit for Scotland's future.

## THE LONG-TERM PRIORITIES FOR SCOTLAND

The Scottish Government's [Fire and Rescue Framework for Scotland 2022](#) sets out our operating context, outlining seven strategic priorities which represent the high-level ambition of what is required from a modern, skilled and dynamic fire and rescue service.

Our purpose, as defined by Scottish Ministers, is:

***“To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and well-being of people throughout Scotland.”***

To help us to achieve our purpose and the priorities in the [Fire and Rescue Framework for Scotland 2022](#), our Strategic Plan 2022-25 outlines seven Strategic Outcomes which will drive our performance for the three year period it covers:

<b>OUTCOME 1</b>	Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
<b>OUTCOME 2</b>	Communities are safer and more resilient as we respond effectively to changing risks.
<b>OUTCOME 3</b>	We value and demonstrate innovation across all areas of our work.
<b>OUTCOME 4</b>	We respond to the impacts of climate change in Scotland and reduce our carbon emissions.
<b>OUTCOME 5</b>	We are a progressive organisation, use our resources responsibly and provide best value for money to the public.
<b>OUTCOME 6</b>	The experience of those who work for SFRS improves as we are the best employer we can be.
<b>OUTCOME 7</b>	Community safety and wellbeing improves as we work effectively with our partners.

Our Three-Year Delivery Plan details the activities we will conduct to deliver against each of these seven Outcomes between 2022 and 2025.

## WHAT IS THE SFRS THREE-YEAR DELIVERY PLAN?

Our Operating Plan is a rolling document that outlines the collective priorities and key activities we aim to conduct over a three-year period to deliver against the seven Outcomes outlined in the Scottish Fire and Rescue Service (SFRS) [Strategic Plan 2022-25](#).

Each day, our front-line services stand ready to respond. To enable an effective and safe response, we need to have the right people with the right skills in the right place at the right time. Significant time and effort are expended in making sure our crews and commanders are sufficiently prepared, trained, and have the right equipment and information, to deal with any type of emergency or challenge they face.

In equal measure, we are also committed to preventing emergencies happening in the first place. We work tirelessly across Scotland with communities, national and local groups, businesses, and individuals to deliver targeted messages and services to improve their safety and that of others.

Our front-line services cannot be delivered without our support functions which manage the general maintenance and security of our assets such as our ICT equipment and infrastructure, property, fleet and operational equipment. Support functions also protect our finances; making sure we have efficient transactional processes so that we can pay our people and suppliers, procure goods and services, and that we are able to keep accurate accounting records which are subject to intense scrutiny on an annual basis.

In conducting our day-to-day business, we must always operate responsibly, ethically and legally, with openness and transparency. Our ongoing management and assessment of risks and performance, and of our records and data, ensure that our leaders are afforded the best information to support decision making. We also make information available to our staff and the public which further enables openness and transparency.

Most importantly, the SFRS would not be the highly regarded organisation it is without its people. On a day-to-day basis we manage a wide range of people policies and procedures to support and protect those that work for us. We manage employee benefits and health, safety and wellbeing support arrangements to ensure that our people feel safe, valued and motivated. Our ongoing resourcing processes and development opportunities also ensure that we can continue to deliver first class services to the people of Scotland.

To ensure that we continue to deliver operate effectively and, importantly, continue to evolve as a modern fire and rescue service, this Operating Plan contains a Three-Year Forecast of the activities that we intend to deliver, as well as a more-detailed Annual Operating Plan which shows the strategic and change activities that, as a Service, are a priority for us.

Our change activities, those in green, are activities that are critical to the organisation to bring about positive change. These activities are carefully managed through our Portfolio Office. Our strategic activities, those in orange, are not managed as projects but are just as critical to ensure that we deliver against our Strategic Outcomes.

We know that it is impossible to fully predict the future. This means that the delivery of future actions will be contingent upon successfully managing a complex set of issues and overcoming barriers. We remain committed to working to achieve that.

As such, this Plan will remain a live working document that provides the flexibility to adjust to changing Service priorities and operating landscapes. The content will be closely monitored on a quarterly basis. Furthermore, a full annual review will be undertaken at the beginning of each financial year, in conjunction with all Directorates, to re-evaluate our activities, monitor progress, and provide a refreshed Annual Operating Plan section that provides greater detail on the work that requires to be undertaken to deliver each activity.

## CHANGE ACTIVITY

The change activities outlined within the Three-Year Delivery Plan are key projects that are necessary to help us deliver against the ambitions we have set out within the Long-Term Vision and Strategic Plan.

Our approach to change management is intended to ensure that these significant projects and programmes are designed to deliver benefits to the Service and help us to adapt to become a modern, sustainable fire and rescue service that is ready for the challenges of Scotland's future. These are highly complex projects that directly align to the delivery of one or more of our Strategic Outcomes. By their nature, these projects require effective resource and financial management, as well as robust stakeholder engagement as part of the change process. They are designed to deliver benefits that will support the delivery of our Strategic Outcomes.

The following projects and programmes are examples of some of the key work being undertaken.

### **Emergency Services Mobile Communications Programme (ESMCP)**

The ESMCP was established by the Home Office to manage the replacement of the current Airwave Tetra Communications network currently used by the UK's emergency services with the Emergency Services Network (ESN).

Working closely with Scottish Government our project will ensure that we plan and implement the transition from Airwave to ESN within the stated timescales. We will ensure that the operational impact to SFRS is minimised; and that full integration of the ESN to the new Mobilising System and all associated back-office systems.

### **New Mobilising System**

The New Mobilising System Project will deliver a resilient and scalable command and control communications system and supporting infrastructure that fits the needs of a modern fire

and rescue service. It will standardise and simplify operations control procedures across our three Operations Control Centres.

As well as improved resilience, the system will offer increased speed and efficiency in the identification and mobilisation of our resources across Scotland, leading to safer communities.

### **People, Payroll, Finance and Training Project**

This project will see the delivery of a fully integrated ICT solution that meets the business needs for our People, Payroll, Finance and Training functions.

The software will realise several business benefits for the Service including improved access to business data to aid decision-making; improved business reporting; and the creation of staff capacity through the automation of business processes.

### **Rostering Project**

The Rostering Project will define and implement a modern and efficient roosting and availability system that drives best practice and allows the Service to view, report and predict current and future availability issues, allowing them to be rectified.

The project aims to provide a solution that can be adapted to meet the changing needs of our workforce based on location and skills to meet the needs of local communities.

### **Strategic Service Review Programme (SSRP)**

We want to do more for our communities – not just by responding to emergency incidents but by stopping them from happening in the first place.

The types of incidents we respond to are changing and different parts of Scotland need different services from us. This means that we need to change how we work too.

Where we do have stations, some are located in areas to support historical risks that are no longer there – such as heavy industry like shipyards or coalmines. At the same time some of our ageing buildings are no longer fit for purpose and require urgent action to make them safer and more suitable.

Through SSRP, we want to address some of these operational challenges we face and free up or redistribute our resources to invest in other areas such as training, innovation and prevention.

Several of the change activities shown in the Annual Operating Plan section will be managed within SSRP. However, at the time of publication of the SFRS Three-Year Delivery Plan, some aspects of the SSRP are still in development.

Furthermore, during 2024/25, the SSRP will commence a public consultation exercise with the people of Scotland through a series of engagement events and an online public survey. The views we gather will help us to develop and appraise change options that we will take forward for full public consultation to then inform the shape of the Programme.



Although the detail of the SSRP will not be agreed until we have finalised our engagement with the public and our stakeholders, we expect that it will generate significant change activity for us over the next three years.

The Programme, which will see a change in how we work to deliver more for our communities, will be a strategic focus for the Service. As our approach to change continues to mature, the SFRS Operating Plan, which is a three-year rolling publication, will be updated to reflect the evolving detail of this business-critical Programme.

## **BUSINESS AS USUAL ACTIVITY**

This Operating Plan complements the many “business as usual” (BAU) activities that take place across the organisation. BAU activities are the normal, ongoing day-to-day activities of a function, team or individual which are essential to the sound operation and delivery of our services.

These actions are managed separately from our change projects by Directorates themselves. Directors and their teams carefully plan these actions to ensure that the resources and finances required to deliver the activity is available. They also liaise with other Directorates and Teams when interdependencies are identified, ensuring that the work is programmed into each Directorate’s planning process.

To assist in the planning of BAU, work is commencing to provide a more standardised format of how these activities can be displayed. This work will assist in ensuring that activities are aligned to our objectives; interdependencies are highlighted; and that work is carefully managed via milestone activity that easily allows Directors and their Management Teams to review progress.

## **GOVERNANCE AND PERFORMANCE**

The Three-Year Delivery Plan is developed in collaboration with each of our Directorates to ensure that the key strategic and change activities contained within it are aligned to the Outcomes of the Strategic Plan which were developed to help us deliver more for Scotland.

Our progress against each of the strategic activities (those marked in orange) is monitored quarterly with updates being reported to our Corporate Board, Strategic Leadership Team, and the Board of the SFRS. Strategic change activities (those marked in green) are monitored quarterly via the Change and Portfolio Investment Group and Change Committee. Decision making will be supported by a new Design Authority responsible for assuring solution design, architectural fit and deliverability of initiatives.

## THREE-YEAR STRATEGIC ACTIVITY FORECAST

In our Strategic Plan 2022-2025 we outline the Scottish Government commitments to: develop a progressive, wellbeing economy for Scotland; build public services on a person-centred basis; address issues of systemic social and economic equality; and strengthen partnership working across public services.

In the Plan we state:

***“As a Service committed to the Christie reform principles, we will look to play our part in achieving these wider ambitions for Scotland... we have ensured that our actions will support these priorities for Scotland as we work to improve the safety and wellbeing of our communities.”***

We remain committed to achieving those reform principles and we have identified several high-level collective priorities and key activities that we will drive forward over the next three-year period. These strategic activities all deliver against our Strategic Outcomes and are listed below:

### **Outcome 1** Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

- Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness.
- Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills.
- Implementation of Prevention, Protection and Preparedness development pathway.

### **Outcome 2** Communities are safer and more resilient as we respond effectively to changing risk.

- Develop a future model for specialist operational response capabilities that aligns with the National Fire Resilience programme.
- Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment.
- Continue implementation of the Digital Fireground Radio Project.
- Implementation of the Strategic Service Review Programme: Service Delivery Review.
- Procure and implement the New Mobilising System into SFRS Control Rooms.
- Delivery of the On Call Improvement Programme outcomes.

**Outcome 3** We value and demonstrate innovation across all areas of our work.

- Develop Business Case for funding for community resilience hubs.
- Progress the Emergency Services Mobile Communications Programme: SFRS In-Vehicle Systems Project.

**Outcome 4** We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

- Commence work to enhance the capabilities of Building Management Systems by utilising Internet of Things (IOT) technology.

**Outcome 5** We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

- Deliver the pilot Community Resilience Hub at Portree.
- Develop the SFRS Training Assets Framework, linked to our Training Vision & Strategy 2023-28, engaging, and communicating with all associated staff.
- Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery as part of the Strategic Service Review Programme.
- Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies.
- Development of the SFRS Strategic Plan 2025-28.
- Continued delivery of the People, Payroll, Finance and Training Project
- Continued delivery of the Rostering Project.
- Delivery of the Strategic Service Review Programme: Corporate Services Review.
- Review corporate office requirements as part of our Strategic Service Review Programme and dispose of identified surplus properties (e.g. Hamilton).

**Outcome 6** The experience of those who work for SFRS improves as we are the best employer we can be.

- Develop the Service's Asset Management Plan: Training.
- Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff.
- Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28.
- Align the Health and Safety Management System to ISO 45001 and seek approval for external accreditation.
- Lead on contaminants management including horizon scanning, research reviews (UK and International) and development and implementation of procedures.
- Develop and publish the SFRS Safety and Assurance Vision and Strategy.
- Progress Standardisation of T&Cs for remaining employee groups.

- Conduct a review of the current Employee Benefits provisions and consider options to further enhance them.
- Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with the Scottish Public Pensions Agency (SPPA).
- Enhance approach to delivery and management of SVQs and Modern Apprenticeships.
- Develop the SFRS Wellbeing Framework.
- Enhance SFRS's approach to Health Surveillance to address new / emerging risks.
- Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation.
- SFRS Culture: Deliver priority actions in support of the SFRS Cultural Action Plan.
- Enhance our approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR).

## **Outcome 7** Community safety and wellbeing improves as we work effectively with our partners

- Develop and implement an Engagement and Consultation Plan to support the development of options for change under the Strategic Service Review Programme.
- Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.
- Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.
- Work with partners in support of Scottish Government's ambitions for Public Service Reform.

To deliver the Strategic Plan Outcomes we also deploy a range of quantitative performance measures that are mapped against our Strategic Plan Outcomes. Our Corporate Performance Measures are detailed in the [SFRS Performance Management Framework](#) and reported directly to the SFRS Board on a quarterly basis.

A new Strategic Plan 2025-28 will be published in October 2025. At this time, the SFRS Three-Year Delivery Plan will be reviewed and updated accordingly.

In the next section, Annual Operating Plan 2024/25, we detail the activities that will be undertaken in the first year of this Operating Plan. For each activity, key milestone tasks have been identified and progress against these milestones forms the basis of how the Board of the SFRS will hold our Strategic Leadership Team responsible for delivery of the Plan.

## ANNUAL OPERATING PLAN 2024/25

<b>Outcome 1</b>		<b>Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</b>			
<b>Ref:</b>	<b>Activity</b>	<b>Milestones</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Lead Directorate</b>
SO1:1	<b>Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness</b>	Collate current performance indicators associated with Prevention, Protection and Preparedness.	Apr-24	Jun-24	Prevention, Protection & Preparedness
		Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners.	Apr-24	Dec-24	
		Undertake review of Prevention, Protection and Preparedness strategy, governance and structures with external and internal partners to inform / propose amended and appropriate responsibility and accountability protocols and controls.	Jun-24	Mar-25	
		Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements.	Jun-24	Mar-25	
SO1:2	<b>Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills</b>	Undertake analysis of current training provision for the three Prevention, Protection and Preparedness Functions.	Jun-24	Dec-24	Prevention, Protection & Preparedness
		Develop a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People Directorates.	Sep-24	Mar-25	
		Investigate the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities.	Jun-24	Mar-25	
		Identify internal and external training providers and associated costs.	Sep-24	Mar-25	
SO1:3	<b>Implementation of Prevention, Protection and Preparedness development pathway</b>	Support Training, Safety and Assurance/Talent in analysing, planning and scheduling of Prevention, Protection and Preparedness development pathway courses and Continuous Professional Development.	Dec-24	May-26	Prevention, Protection & Preparedness

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

<b>Outcome 2</b> Communities are safer and more resilient as we respond effectively to changing risk.					
<b>Ref:</b>	<b>Activity</b>	<b>Milestones</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Lead Directorate</b>
SO2:1	<b>Develop a future model for specialist operational response capabilities that align with the National Fire Resilience programme</b>	Carry out a review of specialist capabilities.	Apr-24	Sep-24	Operational Delivery
		Produce recommendations for revised delivery model based upon available funding and resources.	Sep-24	Mar-25	
SO2:2	<b>Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment</b>	Undertake Research, Development and Innovation process to identify end user high level requirements.	Apr-24	Dec-24	Finance & Contractual Services / Operational Delivery
		Establish SCBA Project team and User Intelligence Group.	Dec-24	Dec-24	
		Development of product specification for SCBA requirements and Invitation to Tender.	Mar-25	Jul-25	
SO2:3	<b>Continue implementation of the Digital Fireground Radio Project</b>	Roll out Phase 1 of delivery in East Service Delivery Area (250 units).	Apr-24	Jun-24	Finance & Contractual Services
		Roll out Phase 2 of delivery in North Service Delivery Area (250 units).	Jul-24	Sep-24	
		Roll out Phase 3 of delivery in North Service Delivery Area (250 units).	Oct-24	Dec-24	
		Roll out Phase 4 of delivery in North Service Delivery Area (250 units).	Jan-25	Mar-25	
SO2:4	<b>Implementation of the Strategic Service Review Programme: Service Delivery Review</b>	Review agreed outcomes of the 'Shaping Our Future Service: You say' public consultation exercise relating to Service Delivery Review.	Jun-24	Jul-24	Operational Delivery
		Produce a suite of options for change which can be proposed for full public consultation.	Aug-24	Nov-24	
SO2:5	<b>Procure New Mobilising System and commence implementation plan following configuration and testing</b>	Conclude procurement exercise and award contract to successful supplier.	Apr-24	TBC	Prevention, Protection & Preparedness/ Operations Delivery
		Onboard supplier and develop implementation plan.	TBC	TBC	
		Provision of configuration and testing environment.	TBC	TBC	
		Commence implementation plan in line with supplier schedule.	TBC	TBC	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

SO2:6	<b>Delivery of the On Call Improvement Programme outcomes</b>	Inclusion in policy of an On Call to Wholetime Duty System Migration Pathway.	Apr-24	Jul-24	Operational Delivery
		Evaluation of the On Call Bank Rostering Scheme Pilots.	Apr-24	Jul-24	
		Introduction of Pre-Recruitment Engagement Programme (PREP) 2.	Jul-24	Dec-24	
		Introduction of modularised Task and Task Management and Breathing Apparatus training on a pilot basis.	Jul-24	Dec-24	

<b>Outcome 3</b>		<b>We value and demonstrate innovation across all areas of our work.</b>			
<b>Ref:</b>	<b>Activity</b>	<b>Milestones</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Lead Directorate</b>
SO3:1	<b>Develop Business Case for funding for community resilience hubs</b>	Complete sections of Outline Business Case.	Apr-24	Apr-24	Finance & Contractual Services
		Undertake route through SFRS Governance.	Apr-24	May-24	
		Issue Business Case to Scottish Government.	Jun-24	Jun-24	
SO3:2	<b>Progress Emergency Services Mobile Communications Programme: SFRS In-Vehicle Systems Project</b>	Commence migration to Emergency Services Network (ESN) data first (installation of Handsfree R5 device).	Apr-24	Oct-25	Finance & Contractual Services
		Commence integration of Operational Intelligence and Mobile Data System.	Apr-24	Aug-24	
		Integration to the ESMCP User Services (lot 2).	Aug-24	Aug-25	
		Commence migration to integrated Operational Intelligence and Mobile Data System.	Sep-24	Sep-26	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

<b>Outcome 4</b>		<b>We respond to the impacts of climate change in Scotland and reduce our carbon emissions.</b>			
<b>Ref:</b>	<b>Activity</b>	<b>Milestones</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Lead Directorate</b>
SO4:1	<b>Commence work to enhance the capabilities of Building Managements Systems by utilising Internet of Things (IOT) technology such as sensors, devices and increased connectivity.</b>	Carry out research of IOT network.	Apr-24	Jun-24	Finance & Contractual Services.
		Carry our procurement exercise.	Jul-24	Sep-24	
		Installation of IOT network.	Oct-24	Dec-24	
		Implement pilot project to connect remotely to heating systems utilising IOT technology.	Jan-25	Mar-25	

<b>Outcome 5</b>		<b>We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b>			
<b>Ref:</b>	<b>Activity</b>	<b>Milestones</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Lead Directorate</b>
SO5:1	<b>Deliver the pilot Community Resilience Hub at Portree</b>	Appoint Principal Consultant on the Portree Community Resilience Hub Project.	Apr-24	Jun-24	Finance & Contractual Services
		Engage with potential partners from public, private and third sectors on the Isle of Skye.	Apr-24	Dec-25	
		Conclude Project Agreement Document, including technical studies and design following detailed engagement with Service Delivery and Training colleagues.	Apr-24	Mar-25	
SO5:2	<b>Develop the SFRS Training Assets Framework, linked to our Training Vision &amp; Strategy 2023-28, engaging, and communicating with all associated staff</b>	Establish the training facilities required for each skill set.	Apr-24	Sept-24	Training Safety & Assurance
		Identify the locations of all Training Facilities.	Apr-24	Dec-24	
		Scope and provide options for the provision of a Training Facilities Dashboard and booking system.	Oct-24	Mar-25	
		Prepare a first draft version of the SFRS Training Assets Framework.	Jan-25	Mar-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------



SO5:3	<b>Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.</b>	Undertake review of current structure and develop future structure proposals.	Apr-24	May-24	Finance & Contractual Services
		Liaise with Support Staff Representative Bodies on proposals.	May-24	Jun-24	
		Seek approval for structure proposals.	Jul-24	Aug-24	
		Implement structure proposals.	Sep-24	Mar-25	
SO5:4	<b>Development of a Digital, Data and Technology (DDaT) Strategy that supports the delivery of organisational strategies</b>	Create a joint working group with relevant stakeholders to identify steps and resources required to develop Digital Data and Technology Strategy.	Apr-24	Jun-24	Strategic Planning, Performance & Communications / ICT
		Undertake Service-wide stakeholder engagement programme.	July-24	Dec-24	
		Develop draft of Digital Data and Technology Strategy.	Jan-25	Mar-25	
SO5:5	<b>Development of the SFRS Strategic Plan 2025-28</b>	Engage with all relevant stakeholders to identify best practice and requirements for the SFRS Strategic Plan 2025-2028.	Apr-24	Aug-24	Strategic Planning, Performance & Communications
		Draft the SFRS Strategic Plan 2025-2028 ready for public consultation.	Sep-24	Mar-25	
SO5:6	<b>Continue delivery of the People, Payroll, Finance and Training Project</b>	Carry out Scottish Government Shared Services Programme Evaluation.	May-24	Jul-24	People
		Update Outline Business Case.	Jul-24	Sep-24	
		Procurement/Memorandum of Understanding (subject to above).	Sep-24	Oct-24	
		Full Business Case creation and approval.	Oct-24	Dec-24	
SO5:7	<b>Continue delivery of the Rostering Project</b>	Seek approval of Full Business Case from Change Portfolio and Investment Group.	Apr-24	Apr-24	Operational Delivery
		Award contract to successful supplier.	May-24	May-24	
		Onboard successful supplier.	Jun-24	Jul-24	
		Implementation of Rostering Project Plan.	Jul-24	Jul-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

SO5:8	<b>Delivery of the Strategic Service Review Programme: Corporate Services Review</b>	Carry out data and benchmarking collection and analysis exercise.	Apr-24	Jun-24	People, SPPC & Corporate Services
		Identify lean process improvements.	Apr-24	Mar-25	
		Implement programme of lean process improvements.	May-24	Mar-26	
		Consider outcomes of the Corporate Service collaboration review.	May-24	Sep-24	
		Produce and agree a suite of options for strategic change based on review outcomes, aligning to organisational aims.	Sep-24	Mar-25	
SO5:9	<b>Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton)</b>	Complete Occupational Health Services move out of Hamilton Offices, thereafter, declare the building as surplus and market for sale.	Apr-24	Dec-24	Finance & Contractual Services
		Finalise scope for Scottish Ambulance Service move into the vacant space within the Asset Resource Centre in Inverness.	Apr-24	Mar-25	
		Review usage of all major office buildings including Newbridge, McDonald Road and Dyce, as well as all leased in buildings.	Apr-24	Mar-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

**Outcome 6**

The experience of those who work for SFRS improves as we are the best employer we can be.

Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO6:1	<b>Develop the Service Asset Management Plan: Training</b>	Compilation and review of consultation and on-line questionnaire returns by Fleet, Property & Equipment Teams.	Apr-24	May-24	Finance & Contractual Services
		Set priorities for future capital investment with Training Team, matching with training needs against existing estate.	Apr-24	Jan-25	
		Preparation of Asset Management Plan document.	Apr-24	Jul-24	
		Proceed route through Governance.	Jul-24	Aug-24	
SO6:2	<b>Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff</b>	Finalise the draft Skills Maintenance Framework and process governance.	Apr-24	Sep-24	Training, Safety & Assurance
SO6:3	<b>Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28</b>	Finalise the draft SFRS Training Delivery Framework and process governance.	Apr-24	Sep-24	Training, Safety & Assurance
SO6:4	<b>Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation</b>	Progress actions identified in ISO 45001 Gap Analysis.	Apr-24	Sep-24	Training, Safety & Assurance
		Seek governance approval for external accreditation.	Jul-24	Nov-24	
		Carry out internal assessment/audit against the standard.	Dec-24	Dec-24	
		Progress recommendations/findings from ISO 45001 audit.	Jan-25	Mar-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

SO6:5	<b>Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures</b>	Support the procurement of Personal Protection Equipment (PPE) and equipment.	Apr-24	Oct-24	Training, Safety & Assurance
		Support Business Partners with the development of Specific Risk Assessments.	Apr-24	Jun-24	
		Support Business Partners with the development and implementation of Station Zoning Requirements.	Jul-24	Sep-24	
		Support Business Partners with the implementation of the Contaminants Management Arrangement and Standard Operating Procedure.	Oct-24	Mar-25	
		Produce an Annual Report on published Contaminants Research.	Jan-25	Mar-25	
SO6:6	<b>Develop and publish SFRS Safety and Assurance Vision and Strategy</b>	Develop SFRS Safety and Assurance Vision and Strategy.	Apr-24	Jun-24	Training, Safety & Assurance
		Publish SFRS Safety and Assurance Vision and Strategy.	Jul-24	Sep-24	
SO6:7	<b>Progress standardisation of T&amp;Cs for remaining employee groups</b>	Implement outcomes from National Joint Council review of RDS remuneration / recommence local negotiations on Standardisation of RDS T&Cs.	Jul-24	Oct-24	People
		Develop collective agreement and progress implementation plan to introduce revised RDS T&Cs (including variations, system configuration, comms and development of associated policies).	Nov-24	Mar-25	
SO6:8	<b>Conduct a review of the current Employee Benefits provisions and consider options to further enhance them</b>	Conclude procurement process for new employee benefits provision from contract end date in July 2024.	Apr-24	Apr-24	People
		Agree contractual arrangements, develop implementation plan and introduce revised benefits contract and provision, including transition arrangements (if via new provider).	May-24	Sep-24	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

SO6:9	<b>Lead the planning, coordination and delivery of pensions related workstreams, in conjunction with Scottish Public Pensions Agency (SPPA)</b>	Engage with SPPA to finalise and agree detailed project plans for each workstream.	Apr-24	Jun-24	People
		Develop and seek agreement on business case for SFRS resource to support project plans.	Apr-24	Jun-24	
		Develop and agree communications plan between SFRS and SPPA to support each pensions exercise.	Apr-24	Jun-24	
		Implement SFRS actions related to each workstream in conjunction with SPPA and in line with statutory timescales.	Jul-24	Mar-25	
SO6:10	<b>Enhance approach to delivery and management of SVQs and Modern Apprenticeships</b>	Review existing processes and systems to implement improvements taking account of external inspection and audit outcomes.	Apr-24	Mar-25	People
		Consider Assessor and Internal Verifier training requirements and implement plan to deliver internally.	Apr-24	Mar-25	
		Review the Wholetime Firefighter Modern Apprenticeship and scope requirements for wider Modern Apprenticeship opportunities for other SFRS roles.	Apr-24	Mar-25	
		Review the Trainee Firefighter Development Programme Policy and associated guidance.	Apr-24	Dec-24	
SO6:11	<b>Develop the SFRS Wellbeing Framework</b>	Conduct benchmarking and research on approaches to wellbeing strategies and frameworks, including feedback from internal employee engagement activities.	Jul-24	Dec-24	People
		Carry out stakeholder engagement to inform draft Wellbeing Framework.	Jan-25	Mar-25	
SO6:12	<b>Enhance SFRS's approach to Health Surveillance to address new / emerging risks and reflect best practice</b>	Develop and implement a plan to align the three-year SFRS routine health surveillance arrangements with the introduction of asbestos medicals.	Apr-24	Sep-24	People
		Introduce, embed and monitor the revised health surveillance arrangements to ensure compliance with statutory requirements.	Oct-24	Sep-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

		Consider the recommendations from the joint University of Central Lancashire and FBU research and implications for the ongoing approach to health surveillance.	Oct-24	Mar-25	
SO6:13	<b>Develop proposals for the potential introduction of drug and alcohol screening to meet the requirements of the EU General Safety Regulation</b>	Review the EU General Safety Regulation and consider the implications for the Service to meet the statutory requirements for the introduction of alcoholic interlocks (breathalysers) in new vehicles.	TBC	TBC	People
SO6:14	<b>SFRS Culture: Deliver priority actions in support of SFRS Cultural Action Plan</b>	Implement, promote and evaluate Confidential Reporting Line (CRL).	Apr-24	May-25	People
		Deliver SFRS Colleague Experience Survey.	Apr-24	May-24	
		Design, roll out and evaluation of the Management Capability Framework.	Apr-24	Oct-25	
		Promote a workplace culture that meets the needs of women.	Apr-24	Mar-25	
		Review and enhance SFRS attraction and selection approach.	Apr-24	Mar-25	
SO6:15	<b>Enhance approach to Mainstreaming Equality, Diversity, Inclusion and Human Rights (EDIHR)</b>	Implement renewed Equality and Human Rights Impact Assessment Process.	Apr-24	Mar-25	People
		Enhance the role of the Equality Partnership Group through revised terms of reference.	Apr-24	Mar-25	
		Develop Mainstreaming Toolkit to support localised delivery of EDIHR initiatives.	Apr-24	Mar-25	
		Review and embed role of Senior Equality Champions.	Sep-24	Mar-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------

<b>Outcome 7</b>		<b>Community safety and wellbeing improves as we work effectively with our partners</b>			
<b>Ref:</b>	<b>Activity</b>	<b>Milestones</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Lead Directorate</b>
SO7:1	<b>Development of Engagement and Consultation Plan to support the Strategic Service Review Programme</b>	Complete the pre-consultation phase.	Apr-24	Jul-24	Strategic Planning Performance & Communications
		Complete options development and appraisal.	Jul-24	Sep-24	
		Complete formal public consultation.	Oct-24	Dec-24	
SO7:2	<b>Develop and deliver a programme of collaborative activities through the Reform Collaboration Group.</b>	Implementation of agreed Reform Collaboration Group Work Programme (2024/25).	Apr-24	Mar-25	Strategic Planning Performance & Communications
SO7:3	<b>Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.</b>	Consider the outputs of the Corporate Services Review Outline Business Case (OBC) and agree a preferred route forward with the Police Service of Scotland (PSoS) and the Scottish Police Authority (SPA).	Jun-24	Sep-24	Strategic Planning Performance & Communications
		Develop, with PSoS, an implementation pathway for the OBC preferred route forward.	Oct-24	Jan-25	
		Explore and agree options with PSoS for creating a joint Project Delivery Team.	Oct-24	Jan-25	
		Finalise the programme of work to deliver the agreed outputs of the Corporate Services Review OBC.	Jan-25	Mar-25	

Key	Strategic Activity	Change Activity
-----	--------------------	-----------------