



Scottish Flood Forum

Business plan

April 2015–March 2018

Our Promises

Where ever we work we will:

- Leave a legacy so that any community or organisation at flood risk is better prepared for future flood events when we leave than when we arrived.
- After a flood, we will seek to leave individuals, communities and organisations feeling they have benefitted from our support.
- Share our experience, knowledge and know-how both formally and informally
- Act independently and with integrity so our advice can be trusted

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The Scottish Flood Forum is a Scottish Charitable Incorporated Organisation, No. SC043783.

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1 Introduction and Vision

This document outlines the Scottish Flood Forum's strategic objectives for the financial years 2015/16 to 2017/18 along with the associated action plan and measures. The action plan will be reviewed and updated on an annual basis to ensure continued tracking of delivery against the objectives. The document summarises the organisation's operating environment and strategies required for delivering the objectives within this environment, and identifies the organisation's action plan and funding routes for the three year period.

1.1 Overview

The Scottish Flood Forum (SFF) is an independent community-focused charitable organisation that supports those at risk of flooding to prepare them for a flooding event. In addition, the SFF provides assistance after flooding occurs, by providing support to individuals and communities to empower them to recover from the impacts of flooding – physical and emotional – as quickly as possible. The SFF currently consists of a part-time director who works alongside a small delivery team. This team is ably supported by a board of trustees with a broad range of skills and knowledge across the flooding arena.

The SFF has been operating as a charity since 1 April 2013 and is funded by Scottish Government through to the end of March 2015. Part of the strategy and motivation behind developing a robust set of strategic objectives is to enable other, additional sources of funding to be investigated during the next funding period.

This plan is focused on the time period April 2015 – March 2018. It aims to support delivery against the organisation's charitable purposes and vision statement. Delivery is focused through the organisation's strategic objectives which have been developed in the first two years of being a stand-alone charity as part of the process of creating a coherent, sustainable organisation going forward.

1.2 Vision, Mission and Values

The health and wellbeing of people – as individuals and / or communities - lie at the heart of what the Scottish Flood Forum seeks to achieve through its activities. Flooding poses a grave threat to a significant number of people across Scotland – to their health and wellbeing and to their property. In contributing to the national and local effort to reduce these threats, the Scottish Flood Forum's **vision** is of communities that understand the risks and consequences of flooding in their area and of at-risk communities that are effectively and appropriately supported to recover and to become more resilient.

Delivery of this vision will contribute directly to a socially just Scotland where fewer people will suffer the negative consequences of flooding (eg disruption to their lives, poor health, loss of possessions, major inconvenience in having to move out of flooded houses or financial hardship) and, at the community level, to more resilient, and thereby confident communities with the capacity to reduce the risk of flooding and its adverse impacts.

The Forum's **mission** - its role in fulfilling this vision - is to **act to improve understanding** and **to raise awareness of the risks and consequences of flooding** to individuals and communities throughout Scotland and to **facilitate effective support** to them after a flood event.

In all situations, the SFF will be:

- open and transparent;
- supportive and enabling;
- trustworthy;
- independent;
- professional and knowledgeable.

In everything we do, we will value working in partnership with other organisations and responsible authorities.

2 The SFF's Strategic Objectives 2014 – 2018

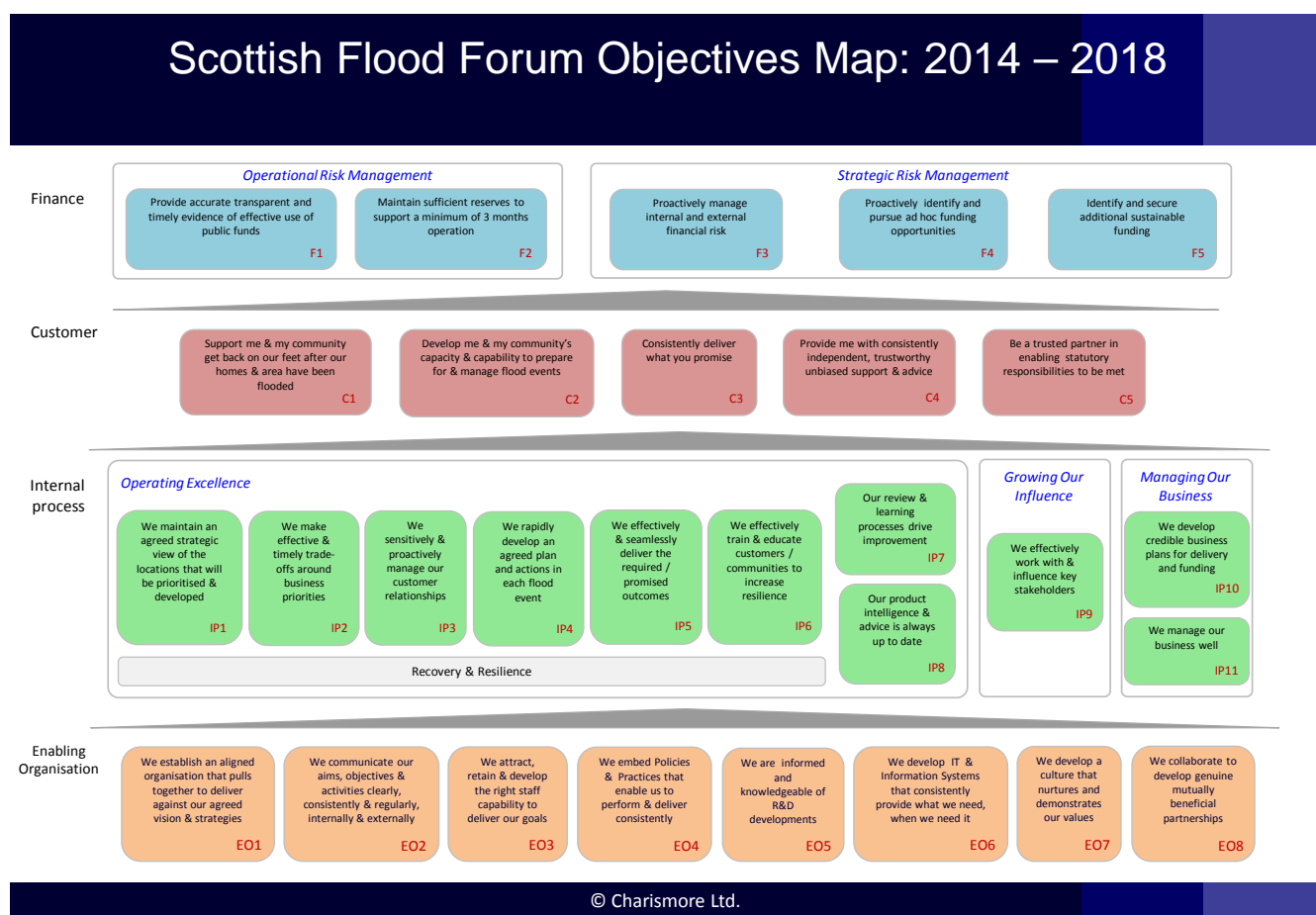


Figure 1: SFF Objectives Map 2014 -2018

2.1 Overview

During 2014, the SFF undertook a strategic planning exercise¹ to identify the organisation's key external objectives (focused on our funder(s), regulators and customers) and the key internal objectives (process and people). Figure 1 shows the resulting, agreed high level, external (finance and customer) and internal (internal processes and enabling organisation) objectives. These will act as the focus of all business decisions and delivery until 2018, at which time a review and update will be undertaken.

In order to clarify the objectives further and to identify the work required to deliver against them, detailed work was undertaken to identify what the SFF will be excelling at, and what the customer and funder will be experiencing and receiving when these objectives are being met (these are summarised as "Do Wells" for the remainder of this report). An internal review assessing current

¹ 'Objectives Mapping' is an approach derived from Kapan and Norton's critically acclaimed and widely applied Strategy Mapping methodology. The specific approach the SFF used was designed by Charismore Ltd and enabled the SFF to develop an Objectives Map that was constructed, understood and owned by all key stakeholders in order to underpin its usefulness and application, now and in the future. The full output of this Objectives Mapping approach provides the SFF with an anchor / compass for all key business decisions moving forward, including future Business Plans, strategic choices and trade-offs, improvement, investment and resourcing decisions combined with a suite of focused charity performance measures.

performance against these objectives was undertaken by the Board and staff (July 2014) and initiatives required to improve delivery agreed.

These initiatives have been prioritised according to their impact upon the customer and funder objectives (see Figure 2). These prioritised improvement initiatives along with our existing and proposed service offer, provides the back bone of the action plan and service delivery plan in Appendices 3 & 4 and the information contained in Section 4 and Appendix 1.

		Objective	CUSTOMER					Score	FINANCIAL					Score	Objective
			C1	C2	C3	C4	C5		F1	F2	F3	F4	F5		
			Support me & my community get back on our feet after our homes & area have been flooded	Develop me & my community's capacity & capability to prepare for & manage flood events	Consistently deliver what you promise	Provide me with consistently independent, trustworthy unbiased support & advice	Be a trusted partner in enabling statutory responsibilities to be met		Provide accurate transparent and timely evidence of effective use of public funds	Maintain sufficient reserves to support a minimum of 3 months operation	Proactively manage internal and external financial risk	Proactively identify and pursue ad hoc funding opportunities	Identify and secure additional sustainable funding		
INTERNAL PROCESS	IP1	We maintain an agreed strategic view of the locations that will be prioritised & developed		3	3		3	9	1				1	2	We maintain an agreed strategic view of the locations that will be prioritised & developed
	IP2	We make effective & timely trade-offs around business priorities	2	2	3		3	10	1		2	1	2	6	We make effective & timely trade-offs around business priorities
	IP3	We sensitively & proactively manage our customer relationships	2	2	3	3	3	13	2		1	1	2	6	We sensitively & proactively manage our customer relationships
	IP4	We rapidly develop an agreed plan and actions in each flood event	3		2	1	3	9	1			1	1	3	We rapidly develop an agreed plan and actions in each flood event
	IP5	We effectively & seamlessly deliver the required / promised customer	2	2	2	1	2	9	1		1	1	1	4	We effectively & seamlessly deliver the required / promised customer
	IP6	We effectively train & educate customers / communities to increase resilience		3	1	1	2	7	1			1	1	3	We effectively train & educate customers / communities to increase resilience
	IP7	Our review & learning processes drive improvement	2	2		2		6				1	1	2	Our review & learning processes drive improvement
	IP8	Our product intelligence & advice is always up to date	2	2		3	2	9						0	Our product intelligence & advice is always up to date
	IP9	We effectively work with & influence key stakeholders	2	1	1		3	7				2	2	4	We effectively work with & influence key stakeholders
	IP10	We develop credible business plans for delivery and funding	1	2	2	2	2	9	2		1		2	5	We develop credible business plans for delivery and funding
	IP11	We manage our business well	2	2	2	2	2	10	2	2	2	2	2	10	We manage our business well

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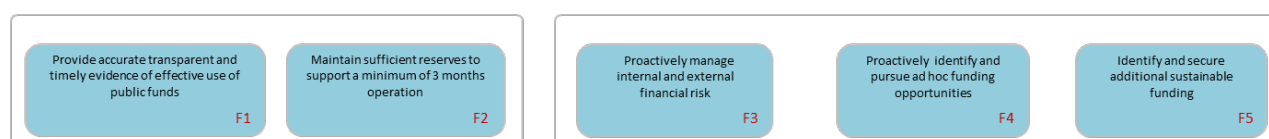
Key	No impact	Slight	Moderate	Significant
Colour				
Score	0	1	2	3

Figure 2: Internal objective prioritisation

Sections 2.2 to 2.5 give a detailed account of the external strategic objectives and show how these are underpinned and supported by the internal strategic objectives.

2.2 Financial Objectives

The SFF's financial objectives, focused upon what funders, regulators and trustees require, during 2014 – 2018 are to:



- Provide accurate, transparent and timely evidence of effective use of public funds,
- Maintain sufficient reserves to support a minimum of 3 months operation,
- Proactively manage internal and external financial risk,
- Proactively identify and pursue ad-hoc funding opportunities; and
- Identify and secure additional sustainable funding.

Appendix 2 details these objectives, what the SFF will be excelling at when they are being achieved, how performance will be measured and identifies the key internal initiatives which will support delivery of these financial objectives. These comprise:

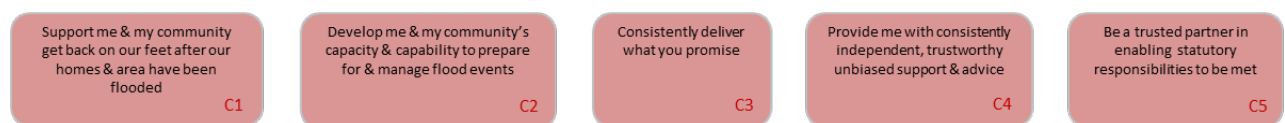
- developing a funding strategy,

- creating and monitoring a risk register,
- developing a strategy for greater co-operation and closer relationships with key partners; and
- creating a mechanism for re-prioritising and communicating decisions.

These objectives will steer and focus all business funding decisions throughout the business planning period.

2.3 Customer Objectives

The SFF's customer objectives for 2014 -2018 – what our customers can come to rely upon receiving from us – are:



(NB these are intentionally written from the customer perspective)

- Support me and my community get 'back on our feet' after our homes and area have been flooded,
- Develop me and my community's capacity and capability to prepare for and manage flood events,
- Consistently deliver what you promise,
- Provide us with consistently independent, trustworthy unbiased support and advice; and
- Be a trusted partner in enabling statutory responsibilities to be met.

These customer objectives are the key objectives that, when met, will ensure that customers receive a consistent, reliable, quality service from the SFF. They also inform the SFF's service offer and provide a key focus against which to measure any future opportunities and proposed changes to this offer.

Because of their importance, Appendix 1 lays out the details for each customer objective including:

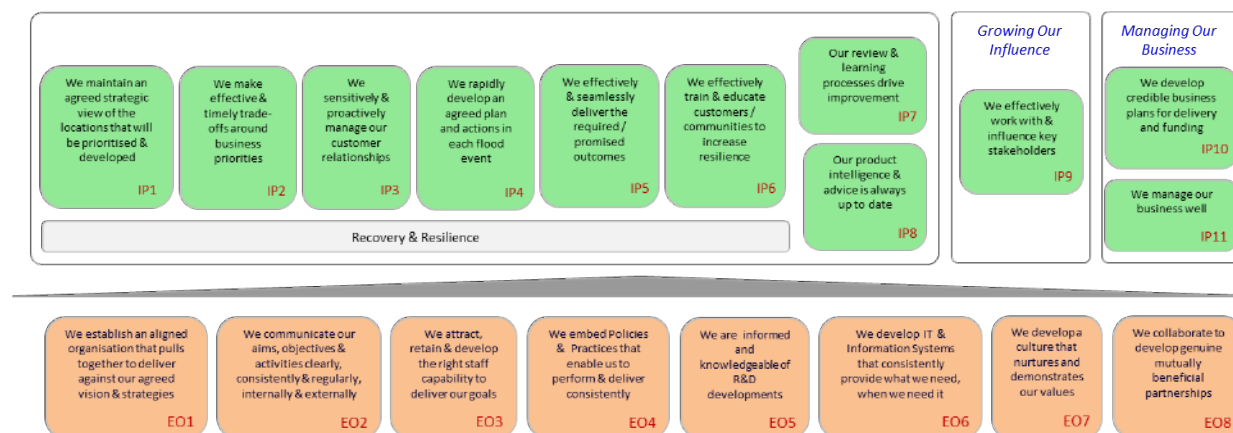
- a detailed explanation of the objective,
- a description of what customers will experience when the SFF is delivering well,
- the service currently offered against this objective, and planned future services,
- how performance against this objective will be measured,
- the key internal initiatives that will put in place to improve our consistency and quality of delivery against the objective; and
- a view of how the SFF plans to fund these services.

These summary pages give, on one page per objective, a focused representation of the information found in section 4 (service delivery) and section 5 (funding) as well as in the action plan and service delivery plan found in Appendices 3 & 4.

As such, the tables act as a focal point, itemising all internal initiatives against which customer objective they primarily impact and identifying how current services relate to these objectives. They also act as a means of focusing potential future services and where alternative funding may be sought.

2.4 Internally Facing Objectives - internal processes and people

In order to deliver consistently against the external objectives, a focus on internal processes and on development of people is required. The following internal objectives have been identified which, when achieved, will support consistent delivery of the customer and finance objectives.



The detailed information regarding “do wells”, measures and current performance is available² but is not included in this document.

Initiatives to improve performance against these objectives have been identified and, as stated in 2.1, the impact of these objectives on customer and finance objectives has been assessed resulting in a prioritisation of the initiatives.

Appendix 3 lays out the detailed, three year action plan of delivery for these initiatives, the delivery of which will improve the SFF’s consistent delivery to customers and funders.

² SFF Objectives Map 17 July Outputs with final draft measures. SFF internal document 2014

3 How the SFF will operate within the FRM Landscape

A review was carried out³ in 2012, identifying the opportunity areas for the SFF within the Scottish FRM landscape. The key areas of focus for the organisation were agreed by the then SFF Steering Group in August 2012. This document continues to provide a detailed review of the long term policy environment within which the SFF operates. However the operational environment continues to change rapidly, requiring the SFF to be well connected to the flood risk management community and able to respond to changing needs, without losing sight of its key objective.

3.1 Policy Environment

Implementation of the **Flood Risk Management (Scotland) Act 2009** ('the FRM Act') remains a key area of opportunity for the SFF. The FRM Act identifies that Scottish Ministers, SEPA and other responsible authorities must exercise their flood risk related functions with a view to reducing overall flood risk. The overall aim of the FRM Act is to reduce the negative effects of all sources of flooding on human health, economic activity, the environment and cultural heritage. The FRM Act builds upon the existing functions of public bodies by ensuring that functions are properly co-ordinated and lead to a joined-up and sustainable approach to managing the impact of flooding. Awareness raising and building resilience within communities and organisations is a key tool for the responsible authorities to use in delivering the FRM Act.

The **Climate Change (Scotland) Act**, with its focus upon building resilience to a changing climate, continues to inform the work of the SFF. Implementation of the resultant Scotland's Climate Change Adaptation Framework is the key area of potential overlap, with the SFF mentioned as having a key role in providing advice and support to communities at risk of flooding as part of supporting Scotland prepare for and adapt to a changing climate.

Social Justice remains a high priority for Scotland. The SFF works across socio-economic boundaries, supporting those struggling to insure homes against flood risk and galvanising communities to better support those more vulnerable to flooding due to health or economic issues and, as such, fits centrally within the social justice arena.

3.2 Operating Environment

The planned approach to implementing the FRM Act is shown in Figure 1. These processes are led and managed by the responsible authorities (SEPA, local authorities and Scottish Water.) During the current business planning period (2013/14 -2014/15) the SFF has engaged at appropriate levels within the process to ensure the organisation's skills are well known as a potential delivery mechanism for awareness raising and building resilience within communities identified under the plans.

The **draft FRM plans** will be consulted upon during Year 1 of the new business planning period (2015) and will be implemented from 2016 onwards. Working with local authorities and SEPA to ensure the SFF's role and actions complement and support this agency-led implementation will remain a key opportunity and challenge. In particular there will be a need to agree how best to dovetail delivery of SFF services in such a way as to enable them to be a measure under the plans. During 2015, the SFF will respond to consultations on the FRM strategies and plans and will continue to work with appropriate fora (Lead Local Authority Forum and SCOTS) and with individual local authorities to identify how to best support delivery of the plans within our current capacity. Any

³ Strategic review of the Scottish Flood Forum. Sniffer, August 2012

opportunity for funding under this route will also be investigated, although current indications imply this is unlikely.



Figure 3: Planned approach to implementation of the FRM Act

The FRM plans focus on developing measures within PVAs – potentially vulnerable areas at risk with greater than 50 properties. Whilst this provides a strategic approach to developing and prioritising measures, many **small rural communities** fall beneath this cut-off value, as well as other localised flood risk communities. The SFF will work with local authorities to assess whether their skills and capacity is best placed in PVAs or in small, at risk areas which will not benefit from the strategic FRM planning approach. In addition, in 2015 an update to the **Flood Disadvantage Map** is expected; this will provide an indication to all local authorities, using 2011 census date, of areas of **social deprivation** at high flood risk some of which may not be within a PVA. This map will also be used in conversation with local authorities to agree where the SFF skills are best deployed.

As part of the FRM process, and in tandem with the plans, SEPA will be launching a number of new **Flood Warning Schemes** during the planning period⁴. Specifically, these include a new coastal flood warning schemes for the Solway Firth in 2015 and a new fluvial flood warning scheme for Loch Lomond & River Leven in 2016. These provide the SFF with an opportunity to provide support at related awareness raising events, and to use the opportunity to raise awareness of the SFF's skills in setting up flood resilience groups and to provide property level protection (PLP) advice as awareness of flood risk is raised in the area. As dates for the launch of these schemes are set, the SFF will seek to ensure they have capacity to provide support.

In preparation for the implementation phase of the FRM plans, the Scottish Government has recently completed a study⁵ investigating the economic benefit of **property level protection** with a view, potentially, to providing funding for local authority led subsidised schemes, or enabling such a scheme to be costed by local authorities as one of a range of measures within the FRM plans. The findings of this report indicate that PLP schemes could, in certain areas provide a cost effective, short to medium term lowering of flood risk. The report indicated a strong role for the SFF in supporting the implementation of any such PLP scheme, specifically in:

- carrying out property PLP assessments,
- developing a Community Flood Resilience Group (CFRG) to support PLP installation and maintenance,
- developing and delivering an annual dry run flood preparation scenario; and
- a possible role in checking PLP equipment on annual basis.

⁴ SEPA's Flood Warning Strategy 2012 -2016. SEPA

⁵ Assessing the flood risk management benefits of property level protection, JBA report , pending publication 2014

The report indicated that the SFF would need additional capacity to provide such a service. At the current time it looks unlikely that central (government) funding will be provided and it is unclear to what extent there is interest within local authorities to undertake such a scheme. Liaison with Scottish Government and local authorities will continue through the FRM plan consultation period (2015) to better understand the appetite for this scheme and the opportunities this provides to the SFF. It is currently assumed that, once proven, any SFF services under this scheme would be charged for and as such would be out-with the Scottish Government grant. However additional capacity would be required in Year 1 to develop and pilot this service whilst its value to local authorities and feasibility is assessed – see sections 4 & 5 for more detail.

Other studies currently underway, in particular, a Defra study investigating what qualifications should be required to carry out a detailed PLP survey, may impact on the SFF's current service offer during the planning period.

Local authorities are operating a "Resilient Communities" initiative – promoting the setting up of resilient community groups through community councils. The objective of this initiative is to build communities that are prepared for emergencies, with relevant emergency plans in place. This includes severe weather and flooding. This process tends to be initiated by resilience officers within local authorities, who provide templates to the groups for completion. This initiative overlaps with the SFF's Community Flood Resilience Groups and this is a potential source of confusion and overlap unless good communication links are maintained. However there is the potential for the SFF to support and enhance this initiative in key flood risk areas, both by providing support in maintaining groups on behalf of the resilience officers, in areas where a significant natural risk is flooding and in providing support in completing the flooding component of the emergency plan. Ongoing liaison with local authorities will be required in this area.

The recovery work of SFF has strong links with the work of the Resilience Division of Scottish Government ("Resilience") and their work with Regional Resilience Partnerships (RRPs). RRP, and the responder agencies which they comprise, hold the primary responsibility for delivering effective recovery from emergencies such as flooding. In delivering on that responsibility they work in partnership across the statutory responders, involving active and experienced voluntary groups and working with the communities themselves. The SFF operates within that context, working in partnership with other organisations to ensure that flooded communities receive a joined up support service whilst appreciating that other organisations may have different priorities in the early stages of an event.

4 The SFF Service to Communities and Organisations 2015 -2018

In order to continue to deliver against the SFF mission and objectives, it is important to recognise the busy, fast moving operating environment in which the SFF operates. It is acknowledged that the specifics of the service offer, or the priority of each offer, may change over time as other organisations', especially local authorities', policies and practices change.

The services we currently plan to focus on delivering during 2015 – 2018 follow.

4.1 Recovery and Embedding Resilience (community focused)

“Support me & my community get back on our feet after our homes & area have been flooded “

The SFF will continue to respond to flood events across Scotland up to its capacity to deliver and will:

- in partnership with, and at the request of local authorities, set up and resource recovery surgeries in the immediate aftermath of a flood event and provide a regular presence and community support for an agreed length of time,
 - use these opportunities to create new Community Flood Resilience Groups in the area;
- work with partners to deliver a joined up service (exhibitions and advice provision) to the community,
- at individual householder's request, provide 1:1 advice on drying out properties; liaising with insurers and builders, contacting local authorities and other bodies as well as provide advice on how to protect their property against future events,
- act as a mediator at meetings between householders and responsible bodies; and
- leverage the strong partnership with the National Flood Forum, the England and Wales equivalent organisation, to provide additional support and aid to Scotland should need outstrip capacity.

During the plan period we will aim to:

- improve liaison and communication routes with local authorities and other recovery deliverers; and
- continue to investigate additional funding sources for these services.

4.2 Resilience and Awareness Raising (community focused)

“Develop me & my community's capacity & capability to prepare for & manage flood events”

The SFF will continue to:

- in agreement with local authorities, work to set up Community Flood Resilience Groups in PVAs and other priority at-risk areas,
- build links with other community initiatives such as Neighbourhood Watch, community councils, resilient community groups,
- train Community Flood Resilience Groups in becoming resilient to future floods through a pre-planned menu of available training,

- provide property level protection advice to communities through Community Flood Resilience Groups,
- where capacity allows, carry out individual household assessments to support choice and installation of measures,
- facilitate regional training events and meetings for CFRG chairs,
- provide **costed** training to individual businesses on developing flood contingency plans; and
- maintain and develop our website and publications.

During the plan period we will also look to:

- by 2017/18 we aim to provide a **costed** package of training to other organisations in resilience; and
- **investigate funding** to deliver an annual, national networking event for CFRG chairs and others to allow peer-to-peer networks to develop and provide a forum for information sharing and training.

4.3 Recovery and Resilience (organisation focused)

“Be a trusted partner in enabling statutory responsibilities to be met”

The SFF will continue to:

- work with local authorities and SEPA to ensure Community Flood Resilience Groups are linked to broader initiatives,
- provide partners (LAs, SEPA, SG) with expert advice on developing and delivering a recovery strategy after a flood event,
- provide expert advice on setting up a PLP scheme in an area, and
- where capacity allows, deliver district PLP assessments for local authorities (until an agreed date in 2015/16),
- provide mediation support between authorities and individual householders,
- support our partners’ flood exhibitions to raise awareness of flood risk, promote PLP and where appropriate set up new Community Flood Resilience Groups, and
- provide support and input to policy and project steering groups and to government consultations, leveraging the knowledge and experience of both SFF staff and trustees.

During the plan period we will also look to:

- develop a **costed** package to support delivery of local authority-led PLP schemes under the FRM plans. (as recommended in the recent Scottish Government commissioned report undertaken by JBA) (self funding from 2016/17) of:
 - deliver district PLP assessments for local authorities,
 - individual household assessments to support PLP decision and installation,
 - set up and train CFRGs to provide aftercare of installed measures; and
 - undertake an annual dry run preparation for flooding scenario.
- develop and deliver a **costed** package of training to organisations including:
 - carrying out household PLP assessments (2015/16 onwards),
 - setting up and maintaining a Community Flood Resilience Group (2016/17 onwards); and
 - undertaking recovery work (2017/18 onwards).

4.4 Quality of Service

“Consistently deliver what you promise”

“Provide me with consistently independent, trustworthy unbiased support & advice”

The SFF will continue to:

- maintain our information line with an agreed response time,
- provide publications and materials that provide clarity on our remit and services,
- provide partners (LAs, SEPA, SG) with expert advice on developing and delivering a recovery strategy after a flood event,
- provide expert advice to partners (LAs and CFRGs) on setting up a PLP scheme in an area,
- provide mediation support to individuals, local authorities and Scottish Water, and
- maintain, develop and promote our website and publications.

During the plan period we will also look to:

- create MoUs with key partners and customers to pre-agree ways of working and communication routes under flood recovery conditions,
- maintain clear and well communicated deliverables and timelines with each customer; and
- provide additional publications and materials that provide clarity on our remit and services.

5 Staffing Funding and Budget

5.1 Proposed Staff Structure

The services in Section 4 provide an enhanced service compared to 2013 -2015. In particular, the new elements are:

- providing greater pre-agreed support to local authorities in creating CFRGs in PVAs and other at-risk areas as part of, or in addition to, the FRM plans;
- providing and agreeing with local authorities an MoU for delivery of agreed ways of working in recovery situations;
- creating, piloting and marketing training packages to support capacity building of other organisations (with delivery charged at point of delivery); and
- creating and piloting additional PLP advice and support to local authorities as a component of FRM plans.

The arena in which the SFF will be operating is currently not clear cut, with the FRM strategies out to consultation in December 2014. The SFF is well positioned to continue delivering its baseline service of recovery support and resilience building. However, as an enhancement to its offer, it wishes to offer greater certainty around service delivery to local authorities as the FRM plans become clearer. To achieve this, it would benefit from additional capacity throughout the planning period, and in particular in Year 1, to develop and pilot the package of services around PLP advice and support, to develop and pilot training materials and over the funding period to increase its capacity to create CFRGs in at risk areas.

As such, an additional post is proposed within the existing structure:

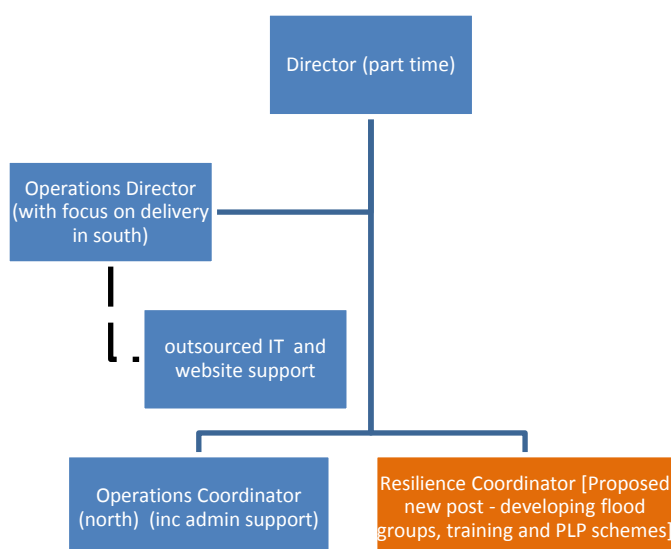


Figure 4: proposed staff structure

It is intended that in the first year of the new plan period, funding from Scottish Government is sought for this additional post to allow for the enhanced service described above. During the first year, additional income will be sought from local authorities and others and ring fenced to allow for continuation of the post to be, in part, self – funding. The revised posts within the SFF would become:

- Director (3d/week)
- Operations Director (full time)

- Operations Coordinator North (full time)
- Resilience Coordinator – CFRGs, training development and PLP scheme focus (full time)

Proposed funding source	2015/16	2016/17	2017/18
Scottish Government Funded	3.6 FTE	3.1 FTE	3.1 FTE
Funded through charging for services	0 FTE	0.5 FTE	0.5 FTE
Other potential income sources to be investigated	<ul style="list-style-type: none"> • Donations line for recovery work • Investigate co-branding of publications as income source. 	<ul style="list-style-type: none"> • Charging for training courses and for PLP scheme support to local authorities • Investigate charitable trusts for recovery work 	
Narrative	Year 1 will be used to create materials and supporting documentation and market PLP service to local authorities under FRM plans and to develop training materials and investigate market. The SFF will work towards the post becoming self-funded by 2018	Focus up to half a post on delivering charged support for local authority PLP schemes. Create capacity for delivering training (self-funding)	

Table 1: proposed staff numbers and likely funding routes

5.2 Proposed Budget sought from Scottish Government

To provide this service to flood risk communities and to organisations charged with supporting such communities, a budget of £200k (excl VAT) is required in 2015/16, rising to £213k (excl VAT) in 2017/18.

Table 2 gives an overview of the amounts that are requested from Scottish Government as opposed to other funding sources and Table 3 gives detail of high level budget amounts.

Proposed funding source	2015/16 (excl vat)	2016/17 (excl vat)	2017/18 (excl vat)
Scottish Government funding requested	£200k	£182k	£182k
Funded through charging for services	minimal	£22k	£23k
Other funding to be investigated	£8k	£8k	£8k
Total budget required	£208k	£212k	£213k

Table 2: Required Budget

This high level figure breaks down as follows:

	2015/16	2016/17	2017/18
Expenditure	£k	£k	£k
Business costs inc staff costs, overheads and support	142	145	148
Communications inc publications, training and website	11	8	8
Projects and ad-hoc contracts	6	7	7
New post and associated costs <i>(funded by SG in Year 1 and reducing thereafter)</i>	31	37	37
development of training materials <i>(funded by SG in year 1 but becomes increasingly self-funding thereafter)</i>	10	7	5
SFF annual conference <i>(external funding sought)</i>	8	8	8
Total Budget Expenditure	208	212	213
Total Budget requested from SG	200	182	182

Table 3: Budget Breakdown

By Year 2 it is intended that the new resilience post will be 50% sustainably funded from income from services paid for at point of delivery (training and PLP). In addition, other funding routes will be investigated for the proposed SFF annual conference as well as, for core operations such as carrying out a website refresh and IT support. Other areas that will be investigated include

- co-branded publications with partners,
- donations via website; and
- charitable trusts and foundations.

6 Proposed Measures to Monitor Performance

As part of setting strategic objectives, the SFF has developed key measures to monitor performance and progress towards meeting these objectives. Many of these are for internal monitoring and are not documented here, however the measures tracking progress towards the Customer -facing objectives will be a key measure to provide funders a view of performance.

Objective	Measure (Year 1)	Measure (Year 2 and beyond)
Support me & my community get back on our feet after our homes & area have been flooded	Creation and delivery of annual customer feedback (local authorities, communities etc)	% of targeted customers (local authorities, communities) expressing satisfaction
Develop me & my community's capacity & capability to prepare for & manage flood events	% of areas, identified by local authorities as high priority, where SFF has facilitated establishment of CFRGs	% of areas, identified by local authorities as high priority, where SFF has facilitated establishment of CFRGs
Consistently deliver what you promise	Creation and delivery of annual customer feedback (LAs, communities etc)	% of feedback suggestions actioned and communicated % of feedback from surveys is clear on the SFF remit and satisfied that our actions were delivered on time, to a good quality
Provide me with consistently independent, trustworthy unbiased support & advice	% of key documents created and published	% of customer feedback demonstrating "independence" % of queries answered at first ask
Be a trusted partner in enabling statutory responsibilities to be met	% of key stakeholders (LAs, SEPA, CRGs) with whom SFF has partnership	% of key stakeholders (LAs, SEPA, CRGs) with whom SFF has partnership

Additional information that will be provided on a regular basis includes:

- Number of new CFRGs (by location)
- Number of household visits
- Number of enquiries received via the information line
- Number of PLP surveys completed
- Number of recovery surgeries
- Number of exhibitions and events

Appendices

Appendix 1: Mapping Customer Objectives with Initiatives

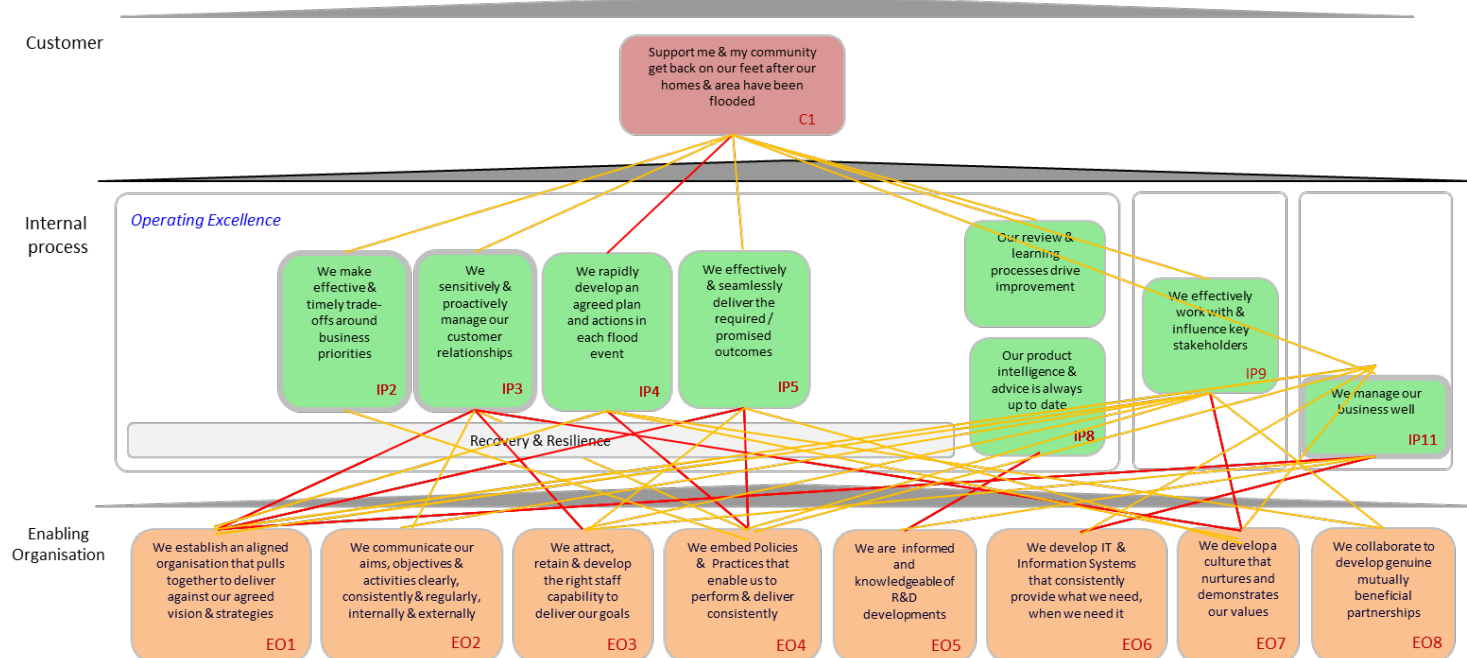
Appendix 2: Mapping Financial Objectives with initiatives

Appendix 3 : Action Plan (Internal Initiatives)

Appendix 4: Delivery Plan (Services)

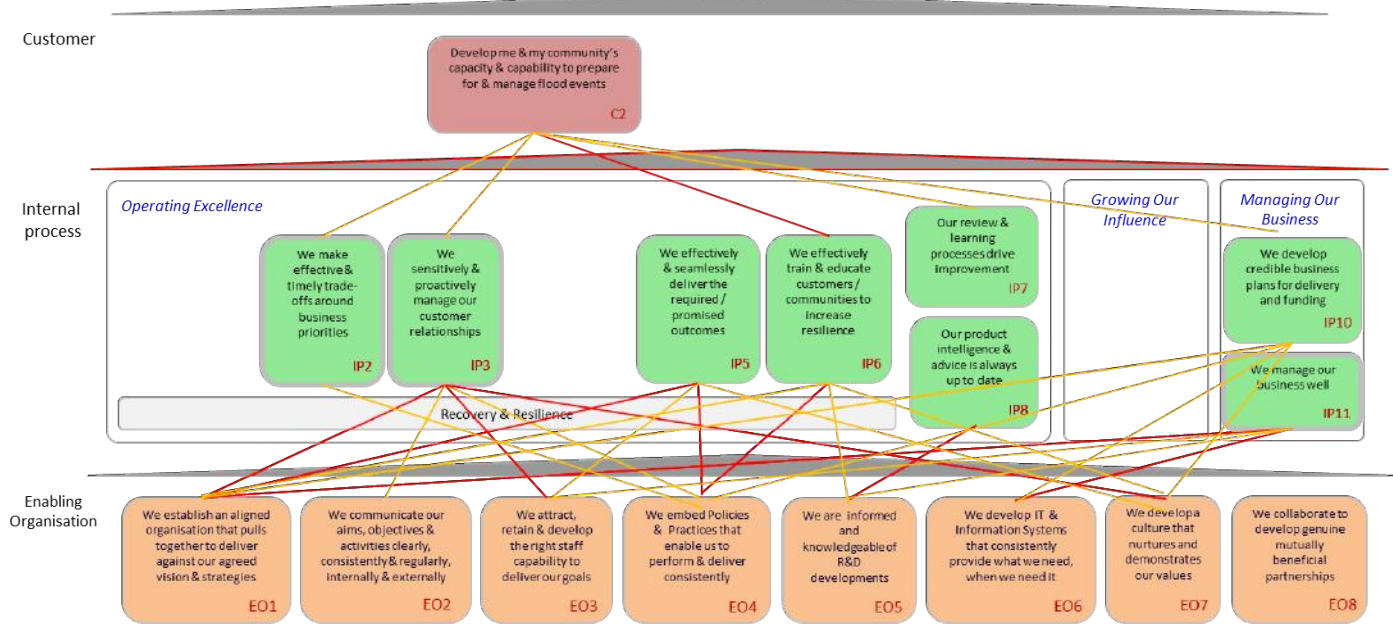
Appendix 1: Mapping Customer Objectives with Initiatives

Customer Objective: C1



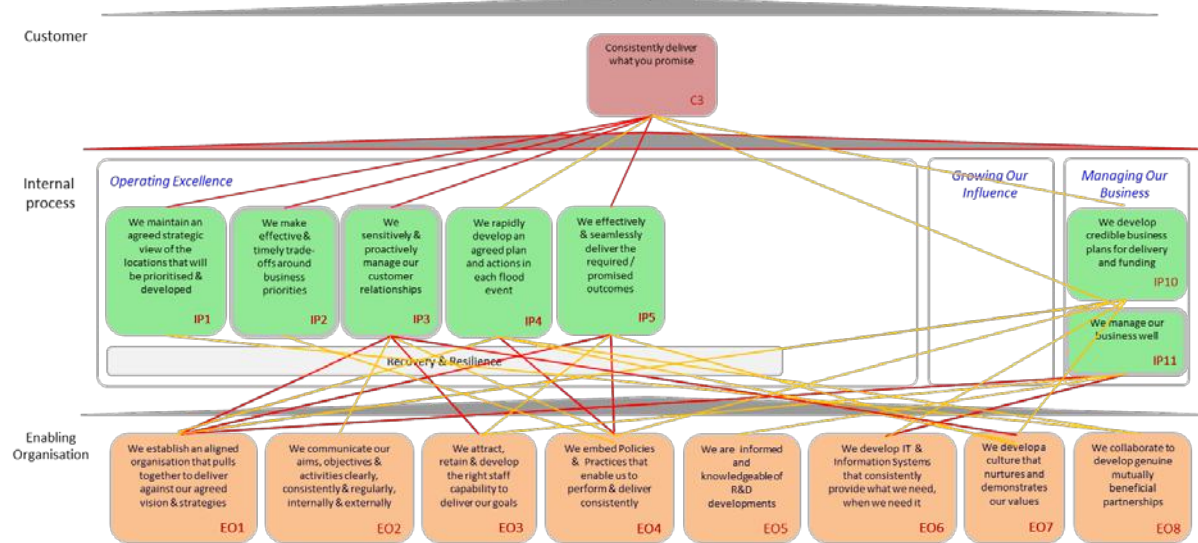
Customer Objective: C1	Support me and my community get ‘back on our feet’ after our homes and area have been flooded		
Definition:	This means that...the SFF work with the relevant local authority and other partners to ensure the best integrated support is given to me and my community in the aftermath of a flood event		
Do –Wells: If we are doing well against this objective, what can we see around us?	<ul style="list-style-type: none"> The SFF fosters and maintains clear, effective links with resilience planning & relevant teams in Local Authorities The SFF is trusted by, known by and partner with relevant voluntary sector organisations The SFF listens and understands what we need I receive timely advice and training to help me and my community solve problems effectively I trust that the advice I receive, whether from SFF, LA or other partners, will be consistent. I am supported by people who understand the different issues and emotions related to dealing with flooded communities: <ul style="list-style-type: none"> immediately after waters recede while people are out of their homes and in the long term The SFF helps me take back control of my life 		
Measures:	% of targeted customers (LAs and communities) expressing satisfaction		
The service the SFF will continue to provide to communities and individuals 2015 - 2018	We will continue to respond to flood events across Scotland up to our capacity to deliver: <ul style="list-style-type: none"> In partnership with, and at the request of Local Authorities, we will set up and resource recovery surgeries in the immediate aftermath of a flood event and provide a regular presence and community support for an agreed length of time. <ul style="list-style-type: none"> We will use these opportunities to create new Community Flood Resilience Groups in the area. We will work with partners to deliver a joined up service (exhibitions and advice provision) to the community. We will, at individual householder’s request, provide 1:1 advice on drying out properties; liaising with insurers and builders, contacting local authorities etc as well as advice on how to protect their property against future events. We will act as a mediator at meetings between householders and responsible bodies. Leverage our partnership with the NFF to provide additional support to Scotland if required. 		
New elements of this service that the SFF will look to provide	<ul style="list-style-type: none"> By 2017/18 we aim to provide a costed package of training to other organisations in recovery (see C5) 		
Internal Objectives that support this	In order to improve our delivery against this objective (C1), we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key “internal process” and “enabling organisation” objectives that impact C1 are shown in the graphic above, and the related improvement initiatives are shown below against year of intended delivery, and expected impact. <i>[where an initiative is repeated against another customer objective, it is not repeated here]</i>		
Action Plan	Critical Impact Initiatives (impact multiple objectives)	High Impact Initiatives	Moderate Impact Initiatives
In order to do this better: what we will do 2015/16	EO4: Develop and implement standard policies and practices (How to... guides) to support delivery of consistent performance and outcomes including:	IP4: Develop a SFF Recovery Toolkit – ‘How to do Recovery’ manual” in partnership with NFF for training new staff and partners Develop MoUs with individual Local Authorities so we know how best to contact and work together after a flood event.	
In order to do this better: What we will do 2016/17		IP4: Create an approach to build recovery capability and capacity in other organisations	EO3: Develop an integrated recruitment, development and succession planning process
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping
Funding Source	Core Scottish Government Grant Investigate during funding period: Donations line in place by April 15. Use the following 2 years to identify funds accessed by this route, to enable investigation into having “bank” of donations and appeals, linked to a media plan, funding a proportion of this service by March 2018. Investigate costed training package (2018) Investigate MoU with individual LAs for additional (charged) recovery services – for implementation beyond 2018.		

Customer Objective: C2



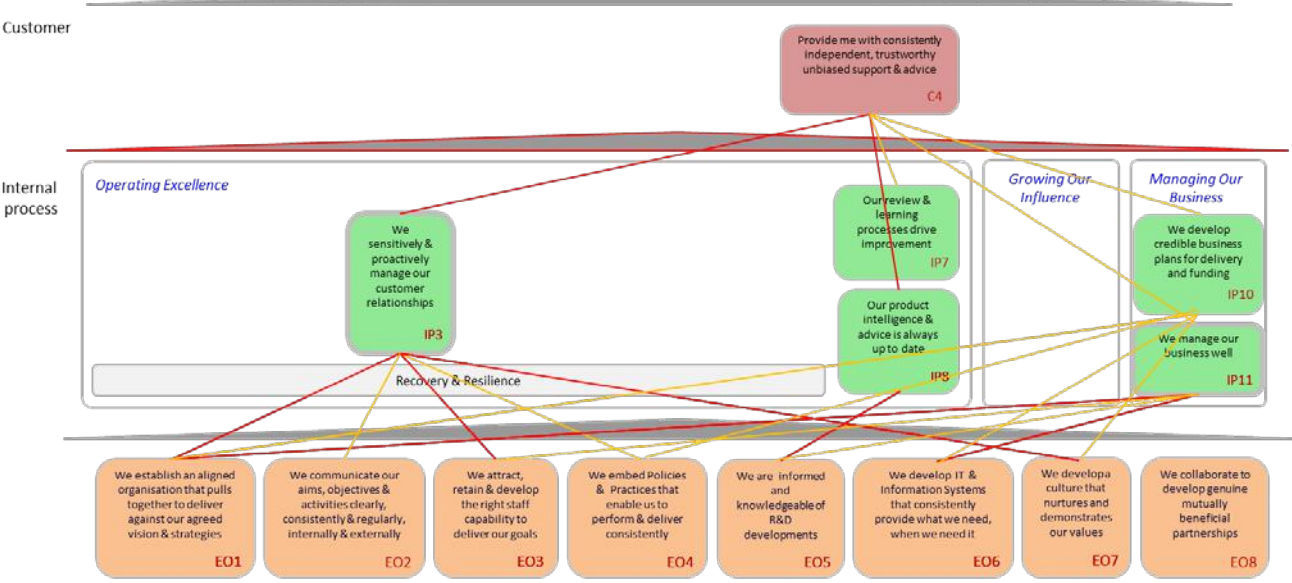
Customer Objective: C2	Develop me and my community’s capacity and capability to prepare for and manage flood events		
Definition:	This means that...The SFF works to leave me and my community, including local businesses, trained and informed about the risk, where responsibilities lie - as between me and local authorities - and what we and others can do to lessen the risk of flooding or lessen its impact when it occurs.		
Do –Wells: If we are doing well against this objective, what can we see around us?	<ul style="list-style-type: none">● The SFF prioritises support to Resilience Groups and Local Authorities in areas or locations where a significant natural risk to the community is flooding● The SFF provides consistent advice and training to us and to Community Flood Resilience Groups on:<ul style="list-style-type: none">○ working to avoid the impact of a flood event and○ how to support each other and responsible bodies in a flood event● Our skills and knowledge have been enhanced by the SFF sharing theirs with us.● Links and connections have been established between me and my community and local authorities reps● We understand our responsibilities and what we can put in place to help our community.● We are informed and aware of available property level protection measures● The SFF website and publication materials give clear, up to date advice and information● The SFF help us to do things for ourselves● The SFF listens and understand what we need <div>LEGEND red current gap ● key risk</div>		
Measures:	% of areas, identified by LAs as high priority, where SFF has facilitated establishment of CFRGs		
The service the SFF will continue to provide to communities and individuals 2015-2018	<p>We will continue to</p> <ul style="list-style-type: none">● In agreement with LAs, work to set up CFRGs in PVAs and other priority at risk areas● Build links with other community initiatives such as neighbourhood watch, community councils, resilient community groups● Train our CFRGs in becoming resilient to future floods through a pre-planned menu of available training (flood warden training etc...)● Provide Property Level Protection advice to communities through CFRGs and,● Where capacity allows, carry out individual household surveys to support choice and installation of measures.● Facilitate regional training events and meetings for CFRG chairs● Maintain and develop our website and publications● Provide costed training to individual businesses on developing flood contingency plans		
New elements of this service that the SFF will look to provide	<ul style="list-style-type: none">● By 2017/18 we aim to provide a costed package of training to other organisations in resilience (see C5)● Deliver annual, national networking event for CFRG chairs if additional funding source found		
Internal Objectives that support this	In order to improve our delivery against this objective (C2), we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key “internal process” and “enabling organisation” objectives that impact C2 are shown in the graphic above, and the related improvement initiatives are shown below against year of intended delivery, and expected impact. <i>[where an initiative is repeated against another customer objective, it is not repeated here]</i>		
Action Plan	Critical Impact Initiatives (impact multiple objectives)	High Impact Initiatives	Moderate Impact Initiatives
In order to do this better: what we will do 2015/16		<div>IP1: Develop strategy for building Resilient Communities within local flood plans</div> <div>IP6: Create and maintain effective Training Materials and associated menus</div>	
In order to do this better: What we will do 2016/17		<div>IP5: Create and maintain a robust Capacity / Capability process</div>	
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping
Funding Source	<p>Core Scottish Government Grant</p> <p>Investigate during funding period: Develop offer of costed training to businesses</p>		

Customer Objective: C3



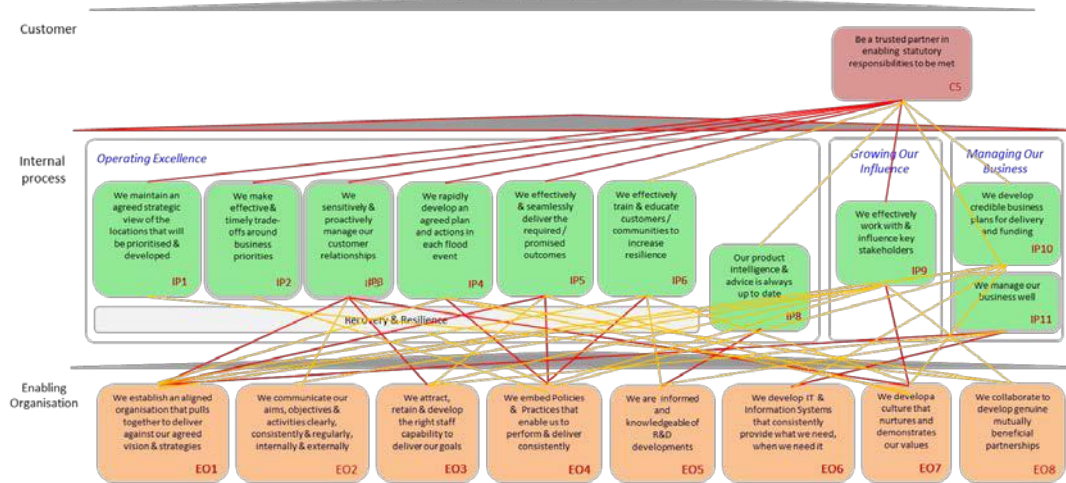
Customer Objective: C3	Consistently deliver what you promise		
Definition:	This means that customers can say..."I understand clearly the SFF's remit; and it delivers its promised actions on time to a good quality. The SFF is easy to deal with."		
Do –Wells: If we are doing well against this objective, what can we see around us? <div> LEGEND ● current gap ● key risk </div>	<ul style="list-style-type: none"> My expectations are managed and I understand what the SFF will and won't/ can't do After home visits I am given appropriate, clear "take away" materials The SFF do what they say they'll do – <ul style="list-style-type: none"> Inquiry line response target agreed and met (5 working days) CFRG training is delivered to an agreed, bespoke timeline The SFF delivers agreed tasks to agreed timelines The SFF regularly seeks and acts on customer feedback concerning their performance and service The SFF operations staff are trained and resourced to be able to sign post to necessary knowledge and information so repeat visits are minimised. The SFF communicates clearly. 		
Measures:	<ul style="list-style-type: none"> Creation and delivery of annual customer feedback (LAs, Communities etc) (year 1) % of feedback from surveys is clear on the SFF remit and satisfied that our actions were delivered on time, to a good quality (year 2) 		
The service the SFF will provide 2015-2018	We will <ul style="list-style-type: none"> Maintain our information line with agreed response time Provide publications and materials that provide clarity on our remit and services 		
New elements of this service that the SFF will look to provide	<ul style="list-style-type: none"> Maintain clear and well communicated deliverables and timelines with each customer Provide additional publications and materials that provide clarity on our remit and services 		
Internal Objectives that support this	In order to improve our delivery against this objective (C3), we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key "internal process" and "enabling organisation" objectives that impact C3 are shown in the graphic above, and the related improvement initiatives are shown below against year of intended delivery, and expected impact. <i>[where an initiative is repeated against another customer objective, it is not repeated here]</i>		
Action Plan	Critical Impact Initiatives (impact multiple objectives)	High Impact Initiatives	Moderate Impact Initiatives
In order to do this better: what we will do 2015/16	IP2: Create mechanism for reprioritising and communicating key decisions IP3: Create and maintain an effective Customer Engagement process EO7: Develop an approach to embed and live our values	Create suite of SLA /contract documentation for SFF service provision to LAs etc	
In order to do this better: What we will do 2016/17			EO2: Develop an integrated communication strategy for all internal and external communications
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping
Funding Source	Core Scottish Government Grant		

Customer Objective: C4



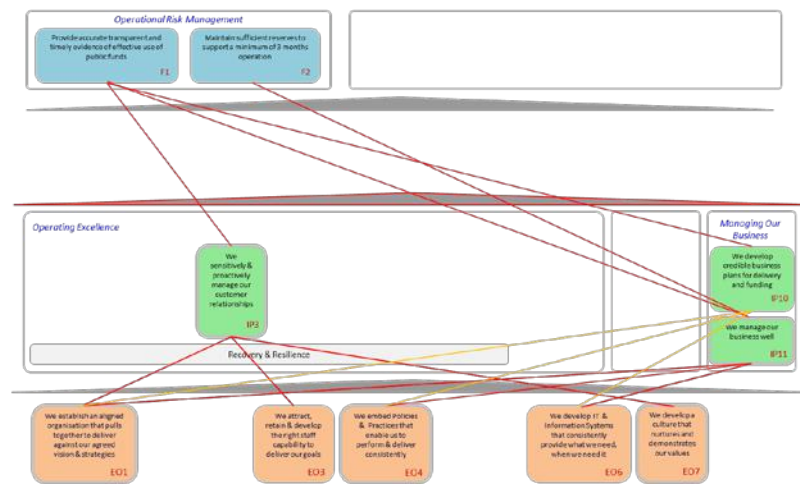
Customer Objective: C4	Provide us with consistently independent, trustworthy unbiased support and advice		
Definition:	This means that...the advice and support given by the SFF can be trusted as independent of political and commercial interests and to be up to date and in accordance with current good practice. They say so if they don't have the facts.		
Do –Wells: If we are doing well against this objective, what can we see around us?	<ul style="list-style-type: none">• The SFF website and documentation is up to date and relevant, and in line with good practice.• The SFF staff are trained and able to provide advice on site, at the point of query.• The SFF do not endorse specific manufacturers, products or service providers• The SFF will, when necessary, give uncomfortable messages in order to help me understand the situation• The SFF provide me with impartial and independent mediation support		
LEGEND red current gap ● key risk			
Measures:	% of key documents created and published (year 1) % of customer feedback demonstrating “independence” (year 2) and % of queries answered at first ask (year 2)		
The service the SFF will continue to provide	We will continue to <ul style="list-style-type: none">• Provide partners (LAs, SEPA, SG) with expert advice on developing and delivering a recovery strategy after a flood event• Provide expert advice to partners (LAs and CFRGs) on setting up a PLP scheme in and area• Provide mediation support to individuals, Local Authorities and Scottish Water• Support our partners’ flood exhibitions to raise awareness and promote PLP and CFRGs• Maintain, develop and promote our website and publications, with co-branding where possible.		
New elements of this service that the SFF will look to provide			
Internal Objectives that support this	In order to improve our delivery against this objective (C4), we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key “internal process” and “enabling organisation” objectives that impact C4 are shown in the graphic above, and the related improvement initiatives are shown below against year of intended delivery, and expected impact. <i>[where an initiative is repeated against another customer objective, it is not repeated here]</i>		
In order to do this better: what we will do 2015/16	Critical Impact Initiatives (impact multiple objectives)	High Impact Initiatives	Moderate Impact Initiatives
			EO6: Develop approach to identify, prioritise and cost IT and support needs
In order to do this better: What we will do 2016/17		IP8: Develop a product intelligence capture and sharing process <i>including review and development of website</i>	IP7: Create and maintain a robust Learning and Review process EO5: Develop strategy for identifying and communicating relevant R&D
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping
Funding Source	Core Scottish Government Grant Investigate Income from co-branding of publications		

Customer Objective: C5



Customer Objective: C5	Be a trusted partner in enabling statutory responsibilities to be met		
Definition:	This means that...agencies with statutory responsibilities to deliver awareness raising and resilience building measures consider the SFF to be a trustworthy and reputable means of delivering these measures in agreed areas		
Do –Wells: If we are doing well against this objective, what can we see around us?	<ul style="list-style-type: none"> SFF understands SEPA, Scottish Water, Scottish Resilience and LA responsibilities and timelines SFF is engaged at the right level with the agencies and their groups (eg. a commonly agreed LAGs approach) SFF is viewed as a credible delivery partner to Local Authority and Community Resilience Groups SFF shares documentation and awareness raising activities with SEPA and LAs to build trust & share intelligence. SFF communicates clearly and timeously with the statutory agencies regarding where they are working. SFF provides a “no surprises” way of working SFF has mechanisms to enable customers to influence and inform SFF direction and delivery <ul style="list-style-type: none"> SFF advice follows best practice SFF works in partnership with other providers wherever possible. SFF is known and trusted as an independent voice on flood risk management 		
Measures:	% of key stakeholders (LAs, SEPA, CRGs) with whom SFF has partnership		
The service the SFF will continue to provide to Responsible Authorities 2015-2018	We will continue to <ul style="list-style-type: none"> Work with LAs and SEPA to ensure SFF CFRGs are linked to broader initiatives Provide partners (LAs, SEPA, SG) with expert advice on developing and delivering a recovery strategy after a flood event Provide expert advice on setting up a PLP scheme in an area and Where capacity allows, deliver district PLP surveys for LA s (until agreed date in 2015/16) Support our partners’ flood exhibitions to raise awareness and promote PLP and CFRGs Provide support and input to policy and project steering groups and to government consultations, through use of the knowledge and skills of SFF staff and trustees Provide mediation support between authorities and individual householders 		
New elements of this service that the SFF will look to provide	<ul style="list-style-type: none"> Develop and deliver a costed package to deliver local authority-led PLP schemes under the FRM plans. (2016/17 onwards) of: <ul style="list-style-type: none"> Deliver district PLP surveys for local authorities Individual household surveys to support PLP decision and installation Set up and train CFRGs to provide aftercare of installed measures Undertake annual dry run flooding scenario Develop a costed package of training to organisations on: <ul style="list-style-type: none"> Carrying out household PLP surveys (2015/16 onwards) Setting up and maintaining a Community Flood Resilience Group (2016/17 onwards) Undertaking recovery work (2017/18 onwards) 		
Internal Objectives that support this	In order to improve our delivery against this objective (C5), we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key “internal process” and “enabling organisation” objectives that impact C5 are shown in the graphic above, and the related improvement initiatives are shown below against year of intended delivery, and expected impact. <i>[where an initiative is repeated against another customer objective, it is not repeated here]</i>		
In order to do this better: what we will do 2015/16	Critical Impact Initiatives (impact multiple objectives)	High Impact Initiatives	Moderate Impact Initiatives
	IP10: Build approach to secure on-going insight and intelligence on Scottish Funding landscape IP11: Develop and implement Risk Approach to managing charity business EO1: Align all roles and working group responsibilities to Objectives and Strategies	IP9: Develop approach to engage and proactively influence key stakeholders EO8: Develop approach to facilitate greater cooperation and closer relationships with key partners	
In order to do this better: What we will do 2016/17			
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping
Funding Source	Core Scottish Government Grant for existing services Investigate: Discrete costed services for LA PLP schemes and training [NB this is a rapidly changing arena and our offer will morph to reflect this]		

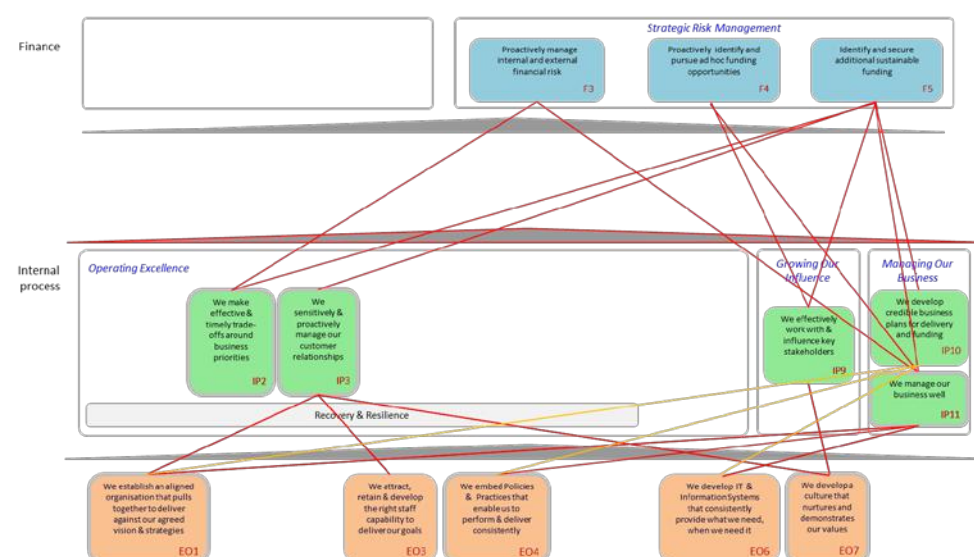
Appendix 2: Mapping Finance Objectives to Internal Initiatives



Operational Risk Management

Objective:	Provide accurate, transparent and timely evidence of effective use of public funds F1	Maintain sufficient reserves to support a minimum of 3 months operation F2	Proactively manage internal and external financial risk F3
Definition:	We keep clear accounts of all expenditure. We provide funders with regular budget and expenditure updates & are transparent and accountable in decision making regarding use of funds.	we manage our reserves through careful spend and additional sources of income to ensure we have three months operating costs available at any given time	we regularly identify and put in place mitigation measures against risks to the business including auditable procedures, good security measures and attracting diverse funding
Do –Wells: If we are doing well against this objective, what can we see around us? LEGEND red current gap ● key risk	<ul style="list-style-type: none"> We produce consistent financial returns We provide financial forecasts based on regular business plan reviews We have visibility of contracted expenditure and projected cash flow We have fit for purpose financial software 	<ul style="list-style-type: none"> We manage all un-reserved, non-time limited funds to provide reserves across financial years. We are “ahead of the game” in submitting grant applications to minimise delays in receiving funding We know what “essential expenditure” is and where we can cut back if required We have three months of operating costs continually available 	<ul style="list-style-type: none"> All financial risks have been identified Measures are in place to reduce likelihood and impact of financial risks. We will respond quickly to internal and external issues which negatively affect the financial stability of the SFF We have a good relationship with our accountants We have fit for purpose book-keeping services.
Measures: How is this objective measured?	<ul style="list-style-type: none"> % of required internal and external financial reports and forecasts delivered to planned time and quality 	<ul style="list-style-type: none"> % of 3 months reserves in our account 	<ul style="list-style-type: none"> % of financial risks captured in risk register with mitigation/management plan in place
Internal Objectives that support this	In order to improve our delivery against these objectives we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key “internal process” and “enabling organisation” objectives that impact these operational financial objectives are shown in the graphic above. The related improvement initiatives have already been identified under the customer objectives, however key ones are repeated below.		
In order to do this better: what we will do 2015/16	Critical Impact Initiatives (impact multiple objectives) IP11: Develop and implement Risk Approach to managing charity business	High Impact Initiatives EO6: Develop an approach to identify, prioritise and cost IT and support needs	Moderate Impact Initiatives IP10: Build approach to secure on-going insight and intelligence on Scottish Funding landscape
In order to do this better: What we will do 2016/17			
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping

Strategic Risk Management



Objective:	Proactively identify and pursue ad-hoc funding opportunities F4		Identify and secure additional sustainable Funding F5
Definition:	we have a predefined strategy with a plan of additional activities we would undertake if funding was available; & are prepared in structure & governance to expand at short notice for limited periods		we develop funding strategies, identifying additional potential funders and sources of income and are proactive in securing additional funding from existing and new funders
Do –Wells: If we are doing well against this objective, what can we see around us?	<ul style="list-style-type: none"> • We secure unreserved funding for SFF activity (through appeals / donation line) • We have regular contact with existing funders and stakeholders to identify and bid for any in-year underspend • We have a menu of planned, unfunded activities and initiatives, aligned to our vision, “ready to go” to match with funding opportunities • We have short term contract paperwork and guidance in place • We have a stand-by list of skilled volunteers and contractors to call upon • We know about external funding opportunities, including commercial and partnership ones. 		<ul style="list-style-type: none"> • We have a strategic approach to investigating other sources of funding • We have a developed business plan and strategies that look beyond existing or expected funding • We have relevant and regular conversations with decision makers in the emergency services, SEPA and local authorities. • We are aware of which elements of our business is eligible for grant and foundations funding • Scottish Government is regularly updated with evidence of our ongoing value
Measures: How is this objective measured?	<ul style="list-style-type: none"> • Suite of “shovel ready” projects and successful submission of applications (year 1) • % of applications realising funding (year 2) 		<ul style="list-style-type: none"> • 2 years sustainable income secured by Jan 2015 (year 1) • Availability of a strategic approach – identification of potential funding (year 1) • % of successful funding applications (year 2)
Internal Objectives that support this	In order to improve our delivery against these objectives we have identified the key internal organisational and process objectives on which we need to focus to improve the quality and consistency of our service. The key “internal process” and “enabling organisation” objectives that impact these operational financial objectives are shown in the graphic above. The related improvement initiatives have already been identified under the customer objectives, however key ones are repeated below.		
	Critical Impact Initiatives (impact multiple objectives)	High Impact Initiatives	Moderate Impact Initiatives
In order to do this better: what we will do 2015/16	IP11: Develop and implement Risk Approach to managing charity business IP2: Create a mechanism for reprioritising and communicating key decisions	EO8: Develop approach to facilitate greater cooperation and closer relationships with key partners	IP10: Build approach to secure on-going insight and intelligence on Scottish Funding landscape IP9: Develop approach to engage and proactively influence key stakeholders
In order to do this better: What we will do 2016/17			
In order to do this better: What we will do 2017/18			Review current performance to feed into future business plan and objective mapping

Appendix 3 : Action Plan (Internal Initiatives)

		Objective	Impact Score	High Level Initiative to Improve Performance	Associated Tasks / Elements	Q4 14/15	2015/16	2016/17	2017/18	Proposed Dates for Initiative Completion	Initiative Owner (Task Owner in brackets)
INTERNAL PROCESS	IP1	We maintain an agreed strategic view of the locations that will be prioritised & developed	7	Develop strategy for building Resilient Communities within local flood plans inc:	•SFF unique selling proposition						
					•Agreed capacity / delivery plan						
					•Identification of gaps where SFF can support and contribute						
	IP2	We make effective & timely trade-offs around business priorities	10	Create mechanism for reprioritising and communicating key decisions inc:	•Trigger points and risks						
					•Escalation process						
	IP3	We sensitively & proactively manage our customer relationships	11	Create and maintain an effective Customer Engagement process inc:	•CRM process						
					•Current baseline for SFF performance						
					•Feedback process and required resources						
				Know where we are and share it							
	IP4	We rapidly develop an agreed plan and actions in each flood event	7	Create SFF Recovery Toolkit – ‘How to do Recovery’ in partnership with NFF for training new staff and partners							
				Create approach to build recovery Capability and Capacity in other organisations							
	IP5	We effectively & seamlessly deliver the required / promised outcomes	10	Create and maintain a robust Capacity / Capability process inc:	Capacity / capability plan						
					Work type / needs prioritisation						
					1 Page marketing material covering SFF Offerings						
	IP6	We effectively train & educate customers / communities to increase resilience	10	Create and maintain effective Training Materials and associated menus							
	IP7	Our review & learning processes drive improvement	7	Create and maintain a robust Learning and Review process inc	Timing and sequencing of key activities and areas						
					Audit element to validate learning and progress						
	IP8	Our product intelligence & advice is always up to date	7	Develop a product intelligence capture and sharing process inc:	Flooding community newsletter <i>Website update</i>						
	IP9	We effectively work with & influence key stakeholders	8	Develop approach to engage and proactively influence key stakeholders inc:	Involvement in Flood Group Chairman's Forum						
					SFF necessity to bring something new						
					community newsletter						
	IP10	We develop credible business plans for delivery and funding	7	Build approach to secure on-going insight and intelligence on Scottish Funding landscape							
				Develop approach identify end of year funding opportunities							
	IP11	We manage our business well	10	Complete and implement Objectives Map process	•Link to other key activities and processes						
				Develop and implement Risk Approach inc:	•Risk register						
					•Board involvement & responsibility						

		Objective	Impact Score	High Level Initiative to Improve Performance	Associated Tasks / Elements	Q4 14/15	2015/16	2016/17	2017/18	Proposed Dates for Initiative Completion	Initiative Owner (Task Owner in brackets)
ENABLING ORGANISATION	EO1	We establish an aligned organisation that pulls together to deliver against our agreed vision & strategies	19	1.Align all roles and working group responsibilities to Objectives and Strategies inc:	•Clear job profiles and group remits						
					•Induction process for staff and volunteers						
	EO2	We communicate our aims, objectives & activities clearly, consistently & regularly, internally & externally	7	Develop an integrated communication strategy for all internal and external communications inc	Map stakeholder, messages, frequency and channels						
					Coherent suite of marketing materials						
					Stakeholder feedback survey and frequency						
	EO3	We attract, retain & develop the right staff capability to deliver our goals	13	Develop an integrated recruitment, development and succession planning process inc:	Business needs analysis						
					Skills and competencies analysis - needs vs. current to identify gaps						
					Staff development approach						
					Succession planning approach						
	EO4	We embed Policies & Practices that enable us to perform & deliver consistently	23	1.Develop and implement standard policies and practices (How to... guides) to support delivery of consistent performance and outcomes inc:	•Identify and prioritise key areas / activities requiring 'How to guides'						
					•Baseline current practice and identify key gaps						
					•Develop and embed new / revised approaches						
	EO5	We are informed and knowledgeable of R&D developments	12	Develop strategy for identifying and communicating relevant R&D developments internally and externally inc:	Identification of key sources and channels						
					Information / development capture and assessment approach						
					Dissemination channels, populations and frequency						
	EO6	We develop IT & Information Systems that consistently provide what we need, when we need it	9	Develop approach to identify, prioritise and cost IT and support needs							
				Develop investment plan approach / template for critical infrastructure needs							
	EO7	We develop a culture that nurtures and demonstrates our values	18	Develop approach to embed and live our values inc:	•Internal and external questionnaires						
					•Facilitated conversations						
					•Agreed expectations, attitudes and behaviours (start internally)						
					•Feedback approach and frequency						
	EO8	We collaborate to develop genuine mutually beneficial partnerships	17	Develop approach to facilitate greater cooperation and closer relationships with key partners inc:	Effective 2 way communication						
					How to build trust – accessibility, availability, consistency, delivery						
					Expectation management (inc Develop MoUs with each Local Authority defining how best to communicate and work together in a flood event)						
					Issue resolution approach						

Appendix 4: Service Delivery and Development Plan

		Objective	Measure	Service Delivery and Development	Associated Tasks / Elements	Q4 14/15	2015/16	2016/17	2017/18	Proposed Funding	Owner
				<div>Key:</div> <div>white = Scottish Government funded</div> <div>Grey = separate funding sought or charged for service</div>							
Customer Objectives	C1	Support me and my community get 'back on our feet' after our homes and area have been flooded		<ul style="list-style-type: none"> In partnership with, and at the request of local authorities, we will set up and resource recovery surgeries in the immediate aftermath of a flood event and provide a regular presence and community support for an agreed length of time. <ul style="list-style-type: none"> We will use these opportunities to create new Community Flood Resilience Groups in the area. 	Develop MoUs with each local authority defining how best to communicate and work together in a flood event					Scottish Government Grant	
				<ul style="list-style-type: none"> We will work with partners to deliver a joined up service (exhibitions and advice provision) to the community 							
				<ul style="list-style-type: none"> We will, at individual householder's request, provide 1:1 advice on drying out properties; liaising with insurers and builders, contacting local authorities etc as well as advice on how to protect their property against future events. 							
				<ul style="list-style-type: none"> We will act as a mediator at meetings between householders and responsible bodies. 							
				<ul style="list-style-type: none"> Leverage the strong partnership with the NFF to provide additional support if required 							
				<ul style="list-style-type: none"> By 2017/18 we aim to provide a costed package of training to other organisations in recovery (see C5) 			Investigate funding	develop	Deliver	Costed service and look for funding to support creating materials	
	C2	Develop me and my community's capacity and capability to prepare for and manage flood events		<ul style="list-style-type: none"> In agreement with local authorities, work to set up Community Flood Resilience Groups in PVAs and other priority at risk areas and <ul style="list-style-type: none"> Build links with other community initiatives such as neighbourhood watch, community councils, resilient community groups 		Develop strategy (IP1)	Refine strategy			Scottish Government Grant	
				<ul style="list-style-type: none"> Train CFRGs in becoming resilient to future floods through a pre-planned menu of available training (flood warden training etc) 							
				<ul style="list-style-type: none"> Provide Property Level Protection advice to communities through CFRGs and, <ul style="list-style-type: none"> Where capacity allows, carry out individual household surveys to support choice and installation of measures. 						Investigate accepting donation from householder	
				<ul style="list-style-type: none"> Facilitate regional training events and meetings for CFRG chairs 							
				<ul style="list-style-type: none"> Provide costed training to individual businesses on developing flood contingency plans 						Investigate charging	
				<ul style="list-style-type: none"> Maintain and develop our website and publications 			Investigate funding	develop		Scottish Government Grant (look for partner funding for publications)	
				<ul style="list-style-type: none"> Deliver annual, national networking event for CFRG chairs 						Only if external funding source	
	C3	Consistently deliver what you promise		<ul style="list-style-type: none"> Maintain our information line with agreed response time 						Scottish Government Grant	
				<ul style="list-style-type: none"> Provide publications and materials that provide clarity on our remit and services 							
				<ul style="list-style-type: none"> Maintain clear and well communicated deliverables and timelines with each customer 			Develop strategy (EO8)				

				<ul style="list-style-type: none"> Provide additional publications and materials that provide clarity on our remit and services 			Develop strategy (EO8)			Scottish Government Grant	
	C4	Provide us with consistently independent, trustworthy unbiased support and advice		<ul style="list-style-type: none"> Provide mediation support to individuals, Local Authorities and Scottish Water Maintain, develop and promote our website and publications 						Scottish Government Grant	
	C5	Be a trusted partner in enabling statutory responsibilities to be met		<ul style="list-style-type: none"> Work with LAs and SEPA to ensure SFF CFRGs are linked to broader initiatives Provide partners (LAs, SEPA, SG) with expert advice on developing and delivering a recovery strategy after a flood event Support our partners' flood exhibitions to raise awareness of flood risk and promote PLP and CFRGs 						Scottish Government Grant	
							Support Solway flood warning scheme launch	Support Loch Lomond flood warning scheme launch			
							Initiate charging scheme				
				<ul style="list-style-type: none"> Provide mediation support between authorities and individual householders Provide support and input to policy and project steering groups and to government consultations Provide expert advice on setting up a PLP scheme in an area and <ul style="list-style-type: none"> Where capacity allows, deliver district PLP assessments for local authorities (until an agreed date in 2015/16) 							
				<ul style="list-style-type: none"> Develop and deliver a costed package to deliver local authority-led PLP schemes under the FRM plans. (2016/17 onwards) of: <ul style="list-style-type: none"> Deliver district PLP assessments for local authority Individual household surveys to support PLP decision and installation Set up and train CFRGs to provide aftercare of installed measures Undertake an annual dry run flooding scenario Develop a costed package of training to organisations on: <ul style="list-style-type: none"> Carrying out household PLP assessments (2015/16 onwards) Setting up and maintaining a Community Flood Resilience Group (2016/17 onwards) Undertaking recovery work (2017/18 onwards) 						Development of packages under core grant. Delivery charged for and costs recovered	