



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Annual Operating Plan 2019/20

Quarterly Progress Report

Executive Summary

During Quarter 4 COVID-19 impacted on planned work and resources right across the Scottish Fire and Rescue Service. A total of 39 actions out of the 61 contained within the Annual Operating Plan 2019/20 were negatively affected as resources were diverted to manage the impact of the pandemic. Work has now progressed on these actions where it was possible to do so.

As of the end of June 2020, **9** residual actions remain live on this Plan. As these are overdue, they are indicated by an amber or red RAG status. Due to the associated risks, the last three on the list noted below indicate a red status. Residual actions include:

- Implementation of a Fire Investigation Delivery Model
- Review of Flexible Duty Officer policies and procedures
- Delivery of an agreed CBRN response
- Preparations for National Resilience Assurance Team Electronic Support System
- Review of the Five Watch Duty System (5WDS) Policy and associated guidance documents
- Completion of the sale of Mounthooley and agreement of a West ARC
- Implementation of a management of Risk at Operational Incidents Framework
- Delivery of an awareness and training programme for Freedom of Information (Scotland) Act.
- Improving how we capture compliments and complaints corporately and locally.

As there is no corresponding actions being carried forward into the Annual Operating Plan 2020/21, a quarterly residual report will be prepared in order to allow for regular monitoring and scrutiny until completion is achieved.

34 actions have been marked as complete against the planned activities for the year. Key areas of note for completed actions include the implementation of the recommendations emanating from the Ministerial Working Group following Grenfell; ensuring operational response preparedness to manage the challenges of the EU Exit; Development of a Wildfire Strategy; the relocation of the main seat of East Service Delivery Area centralised training to Newbridge; the development of a 3-year Strategic Plan publication of a revised programme of Work; and a revised Performance Management Framework.

A further **18** actions have been marked as closed. For these it should be noted that some planned activity remains outstanding, but as there is already a corresponding action in the Annual Operating Plan 2020/21, or because they have progressed as far as our control allows, they will be closed in the 2019/20 Plan.

Blue  **85 % (52 out of 61 actions)**

Actions are complete/closed.

Green  **0% (0 out of 61 actions)**

Action on target. Milestones progressing as expected.

Amber  **10 % (6 out of 61 actions)**

Some slippage on milestones. Monitoring will continue and a residual report prepared until completion.

Red  **5 % (3 of 61 actions)**

Presents a risk to the organisation. Monitoring will continue and a residual report prepared until completion.

Strategic Outcome 1 - Prevention

Ref	Action	RAG	Commentary	Function
SO1:1	Develop risk rating methodology for Fire Safety Enforcement.	Close	Scoping exercise has been undertaken and a recent working group through National Fire Chiefs' Council (NFCC) has identified a number of approaches. This work requires a consistent approach across the UK and NFCC have agreed to consider a National Framework for a risk based inspection programme. As this action is now out with the control of the SFRS it will be managed through the Service Delivery Directorate via links with the NFCC.	SDEL
SO1:2	Design and implement revised Fire Investigation (FI) Delivery Model.	Amber	The Off Station Structure Review was the central point to this revised FI Delivery Model. Following the completion of the review, attention can now be focused on the development and introduction of ISO accreditation. An outline plan has been developed but timelines were impacted by COVID- 19. Work has been rescheduled to ensure completion by March 2021. Residual reporting on this will continue until completion.	SDEL
SO1:3	Implement initial recommendations emanating from the Scottish Government Ministerial Working Group set up following the Grenfell Tower fire.	Complete	SFRS have supported the findings from the Ministerial Working Group and engaged with the release of the Specialised Housing Guidance. We also fully supported the launch campaign which took place in early 2020. Partnership working with the Ministerial Working Group will continue in the Annual Operating Plan 2020/21 reference SO1:2.	SDEL
SO1:4	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements.	Complete	A structure review business case was submitted to the Strategic Leadership Team in October 2019 to strengthen Community Safety Engagement and Fire Engineering management arrangements, and to provide a pathway within P&P to support the retention of skilled staff. Further work to strengthen arrangements is being taken forward in the Annual Operating Plan 2020/21 reference SO1:3.	SDEL
SO1:5	Introduce the revised standard of smoke detection to comply with new housing regulations.	Complete	A procurement contract for smoke detectors was awarded in December 2019. The fitting methodology and all change requirements have been identified and agreed. Further work to introduce the revised standard of smoke detection is being taken forward in the Annual Operating Plan 2020/21 reference SO1:4.	SDEL

Strategic Outcome 1 - Prevention

Ref	Action	RAG	Commentary	Function
SO1:6	Provide incident and casualty trend analysis to support the review and continuous improvement of safety partnership working at a local and national level.	Close	<p>A planned care provider seminar has been delayed due to COVID restrictions. It is not known at this time when this this can be rescheduled.</p> <p>The Fatal Fire Analysis Report, which provides a national trend analysis of all fatal fires, will be produced by September 2020. Further work is planned and these activities will be carried forward in to the the Annual Operating Plan 2020/21 reference SO1:5.</p>	SDEL

Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
S02:1	Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Officer (FDO) policies and procedures.	Amber	<p>Review work was impacted due to work for upcoming EU Exit on 31 January 2020, large numbers of FDO moves and COVID-19. The review of all current FDO policies is well under way this includes Flexi Duty Managers Duty System and Annual Leave Arrangements, Flexi Duty Manager Response Policy and Movement of Flexi Duty Managers to Strategic Mobilising Locations and Supporting Arrangements.</p> <p>Residual reporting on this will continue until review of these policies is completed.</p>	SDEL
S02:2	Delivery of an agreed, updated Chemical, Biological, Radiological and Nuclear (CBRN) response in line with the Scottish Government CBRN Strategy for Scotland and the SFRS CBRN Concept of Operations	Amber	<p>A review audit of all CBRN assets is complete and training needs identified and communicated. Response documentation has been drafted for final review. A Training Needs Analysis covering Strategic and Tactical Commander requirements has been completed. Work needs to continue to finalise the Concept of Operations and Risk Assessment and configuration of current MD Units to UK national model. New vehicle and transport units remain in build and delayed due to COVID-19 lockdown. Expected delivery January 2021.</p> <p>Residual reporting on this will continue until completion of the above.</p>	SDEL
S02:3	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS	Amber	<p>All key data supplied to NRAT for National Resilience assets including Tactical Advisors where requested. Training package has been developed but is currently on hold due to training rollout of Command and Control futures Project and COVID-19 restrictions. NRAT currently undertaking development of their equivalent of the Community Asset Register. This work will continue until the completion of the new Command and Control Management Systems. Training packages will be completed by the end of January 2021 with the overall project expected to be completed by July 2021.</p> <p>Residual reporting on this will continue until preparation complete.</p>	SDEL
S02:4	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Close	<p>SFRS continues to progress with the preparation for the ESN including the development of a high-level plan and engagement with all appropriate internal stakeholders. The Emergency Services Mobile Communication Programme, led by the Home Office, has identified potential further delay with an exact timescale for SFRS implementation remaining unclear. The milestones for 2019/20 are complete. The action will be carried forward into the Annual Operating Plan 2020/21.</p>	FCS
S02:5	Ensure SFRS's operational response preparedness is robust to deal with the challenges brought about by the EU exit.	Complete	<p>A national event operational plan was developed to provide guidance. Robust scrutiny of the concurrent events risk was undertaken and an action plan was completed ensuring SFRS preparedness was extremely robust. As plans are in place, this will now be managed by Service Delivery Directorate.</p>	SDEL

Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
SO2:6	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Amber	Five Watch Duty System (5WDS) Policy and associated guidance documents is currently under review and will be progressed following consultation with Representative Bodies and internal governance procedures. LCMS package on this will provide station personnel with a reference resource. Gartan system update is progressing and is now close to resolution. Residual reporting on this will continue until these activities are completed.	SDEL
SO2:7	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Complete	OA have developed a new electronic Operational Assurance Recording and Reporting System with ICT and an external provider. The system is in the testing stage with a view to it going live across the SFRS in June/July 2020. OA have also strengthened their communication channels by developing a governance process for the management of National Operational Learning (NOL) Action Notes and Information Notes, ensuring UK-wide FRS learning is acted upon and shared. A Strategic Leadership Team paper has been submitted proposing the merge of the OA Board and National Health and Safety Board. Work has also been carried out to further enhance existing Health and Safety/Operational Assurance governance and meeting arrangements. Going forward, this action will be managed as business as usual.	SDEL
SO2:8	Produce a Firefighter safety focused Operations Strategy to complement SFRS's transformation programme.	Close	Preparatory work for this is underway although not fully complete. Full development of the Operations Strategy is included in the Annual Operating Plan 2020/21 reference SO2:1.	SDEL
SO2:9	Develop a Wildfire Strategy and implementation plan in support of the operational response to such events.	Complete	A Wildfire Strategy and associated implementation plan has now been developed. Work will continue to implement arrangements in the Annual Operating Plan 2020/21 reference SO2:2.	SDEL
SO2:10	Plan and deliver a number of national events taking place across Scotland during 2019/2020 and ensure that SFRS Operational Response remains resilient throughout these events.	Close	Original date for COP26 of November 2020 postponed due to COVID-19. All preparatory work until postponement had been completed. New date announced of November 2021. COP26 team repurposed to COVID Team (CoTeam) but light touch and focus remains on COP26 developments. It is expected the team will return to a full planning footing in September 2020. Other events including EURO 2020 now also postponed to 2021 and will no longer form part of this action. Delivery of COP26 is carried forward in the Annual Operating Plan 2020/21 reference SO2:3.	SDEL

Strategic Outcome 2 - Response

Ref	Action	RAG	Commentary	Function
SO2:11	Develop Local Resilience Partnerships (LRP) and Regional Resilience Partnerships (RRP) arrangements to ensure robust multi-agency emergency response plans are in place.	Close	Some good progress was made but completion of this action was stalled due to the demands placed across the SDA and with Scottish Government as a result of COVID-19. It has been agreed to progress this action once the activities surrounding COVID have decrease and the RRP structure can return to business as usual. As timescales for this is unknown it is recommended that this action is closed and managed through the Service Delivery Directorate.	SDEL

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:1	Relocate main seat of East Service Delivery Area centralised training to Newbridge.	Complete	All training staff have now migrated from Thornton and training is being scheduled and delivered at Newbridge.	TSA
SO3:2	Deliver Flexi Duty Officers (FDO) Training for Operational Competence Framework (TfOC) - Year 2 of 3 Year Programme.	Complete	This action is complete for 2019/20 with all planned modules built, tested and uploaded. Year 3 of the programme has been included in the Annual Operating Plan 2020/21 reference SO3:11.	TSA
SO3:3	Deliver the Wholetime Trainee Firefighter Foundation Training Programme.	Complete	Three cohorts of students completed the Foundation Programme in Quarter 4. Due to COVID the graduation ceremony of each cohort has been postponed. The new recruits are now at stations across the country.	TSA
SO3:4	Implement the recommendations from the TED Training Review Report.	Close	With the finance to support the employment of a Programme Manager now secured, a recruitment process will be instigated with a view to the post being filled in November 2020 when the allocated budget phasing commences. This has had a resultant impact upon the ability to develop a continuous improvement plan until this individual is in post. It is recommended that this action is closed and the milestone carried forward into the Annual Operating Plan 2020/21 reference SO3:13.	TSA
SO3:5	Harmonise Instructor Terms and Conditions.	Complete	Milestones for 2019/20 complete. Negotiations commenced on 12 March 2020 and a series of meetings planned and agreed. The continuation of negotiations is carried forward in the Annual Operating Plan 2020/21 reference SO3:15.	TSA

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:6	Deliver and regularly review the Workforce and Strategic Resourcing Plan in support of the SFRS Strategic Plan, Financial Strategy and Service Transformation Programme for 2019/20.	Close	Some delay with delivering the approved Resourcing Plan due to COVID-19, and additional measures were considered and implemented on order to continue to recruit safely. Review of selection processes has continued and the resourcing plan reviewed to take account of delays and revised priorities. The Workforce and Strategic Resourcing Plan will continue to be reviewed and revised as organisational needs arises and managed through People and Organisational Development Directorate.	POD
SO3:7	Develop, implement and review the SFRS approach to Talent Management and Development which identifies and develops capacity and capability at all levels.	Close	Evaluation of Leadership and Development Programmes, development of Middle Manager Development Centre, development of Leadership for Change Programme, the review of learning needs analysis and the development of a Leadership Development Commodity Strategy have all been completed as far as possible for the 2019/20 programme of work. Evolving our approach to talent management will continue and is included in the Annual Operating Plan 2020/21 reference SO3:4.	POD
SO3:8	Review collective bargaining arrangements and deliver pay reward and benefits framework.	Close	Alternative approach to external assistance is currently being explored to achieve a collective agreement in respect of the RDS Terms and Conditions. Frequent negotiation meetings have been taking place to progress the standardisation of Terms and Conditions for Instructional Staff. All relevant issues have been presented for discussion and will now be matters for negotiation. This work will continue and is included in the Annual Operating Plan 2020/21 reference SO3:1.	POD
SO3:9	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Complete	A review of our approach to Bullying, Harassment and Discrimination has been carried out. This was supported by a series of staff workshops to allow staff a voice in shaping policy and procedures. The outcome of the review will be delivered through the Annual Operating Plan 2020/21 reference SO3:3.	POD
SO3:10	Develop and implement a Positive Action Strategy and co-ordinate, progress and report on the "Balancing the Workforce Profile Action Plan" aimed at attracting and retaining applicants from diverse backgrounds.	Complete	Work continued to deliver and improve the SFRS approach to Modern Apprenticeships. Evaluation of Career Ready pilot and proposals for next steps were developed in preparation for next intake in September 2020. SFRS Positive Action Strategy was launched in Quarter 4. Following approval, engagement with stakeholders has commenced to shape the development of a rolling action plan of events and activities. This work will continue through the Annual Operating Plan 2020/21 reference SO3:3.	POD

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:11	Implement Job Analysis and Evaluation based on ongoing SFRS requirements.	Close	An options appraisal to scope a review of Job Evaluation has been produced. This action will continue as a milestone in the Annual Operating Plan 2020/21 reference SO3:1.	POD
SO3:12	Develop, implement and embed mental health and resilience strategies to best support the mental wellbeing of SFRS staff.	Complete	Post Incident Support Service and supporting policies and procedures established and in place. A suite of mental health resources have been made available to staff. A resilience training package has been developed. Consultation and engagement on the new SFRS Mental Health Strategy took place in advance of the launch of the strategy in June 2020. The Strategy considers key components of the supporting action plan which will be further developed through the Mental Health Board and is included in the Annual Operating Plan 2020/21 reference SO3:7.	POD
SO3:13	Develop, implement and embed firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.	Complete	SLT have agreed to appoint an external party to research and develop a bespoke SFRS fire ground fitness assessment. Work has commenced to invite universities to tender to carry this out on behalf of SFRS. Further progress has been impacted by COVID-19 as universities are currently unable to tender, however it is expected that this will be progressed in Q3 2020-21 as Universities return to normal working. The review of physiotherapy service delivery models will now form part of a wider programme of work focussed on how to strengthen and enhance arrangements to improve fitness outcomes and reduce risk of injuries.	POD
SO3:14	Implement improved procedures to reduce the risks from exposure to contaminants.	Close	The environmental testing phase of a number of SFRS locations was completed by the University of Central Lancashire. A report will be produced by UCLan when restrictions ease. Revised dates will be provided when available from UCLan. This action will continue within the Annual Operating Plan 2020/21 reference SO3:10.	POD
SO3:15	Develop a programme that delivers an integrated People and Training System to meet SFRS's current and future needs for recording and managing relevant personal information.	Complete	The planned activities for the year for this project have been completed. This work has been identified as a major project. The monitoring of future activity can be done through normal Portfolio Office governance routes.	POD

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:16	Develop SFRS response to existing and emerging equality related initiatives and raise profile of SFRS as leader in equality, diversity, inclusion and human rights.	Close	A revised Corporate Parenting Plan 2020-22 has been approved and published and Employee Networks established. Due to staff absence the introduction of a revised Equality Impact and Human Rights assessment process has been delayed. This will be carried forward and included with other work in the Annual Operating Plan 2020/21 reference SO4:4.	POD
SO3:17	Develop and facilitate the completion of the SFRS, Service Delivery Area and Directorate Health and Safety Improvement Plans.	Complete	A performance report is now provided quarterly to Senior Leadership Team and Staff Governance Committee. Health and Safety Improvement Plans have been developed for 2020/21 reference SO3:9.	TSA
SO3:18	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Close	Launch of the HSMIS was delayed due to ICT technical interface issues. Development of this system will continue and is an action in the Annual Operating Plan 2020/21 reference SO3:8.	TSA
SO3:19	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	RED	Progress delayed due to impact of COVID-19. Report now scheduled for Quarter3 2020-21. Residual reporting will continue until a framework agreed.	TSA
SO3:20	Review the Communications and Engagement function structure and establish a business partner model.	Complete	The Communications and Engagement function structure has been reviewed and revisions signed off by the Strategic Leadership Team. A business partner model, where projects are allocated to dedicated Communication Officers, has been established.	SPPC

Strategic Outcome 3 - People

Ref	Action	RAG	Commentary	Function
SO3:21	Review internal communications.	Complete	The review of internal communications is complete and reported to the Board. An associated action plan has been prepared and will be taken forward in the Annual Operating Plan 2020/21 reference SO3:17.	SPPC
SO3:22	Review on-call media arrangements for SFRS.	Complete	The review of on-call media training is complete and the associated General Information Note revised. Training on the agreed arrangements is being carried forward in the Annual Operating Plan 2020/21 reference SO3:18	SPPC

Strategic Outcome 4 - Public Value

Ref	Action	RAG	Commentary	Function
SO4:1	Develop a 3-year Strategic Plan Programme of work to fully support the delivery of the new Strategic Plan 2019-22.	Complete	Following extensive engagement with senior managers across the Service, the 3-year Strategic Plan Programme of work was approved in February 2020.	SPPC
SO4:2	Coordinate the statutory review of Local Fire and Rescue Plans to support the SFRS Strategic Plan 2019-22, and compliment Local Outcome Improvement Plans (LOIPs).	Close	The review of Local Fire and Rescue Plans was delayed due to our response to COVID-19. Timescales were revised to completion of Review Report by the end of June 2020. All LSO areas but one has completed their Reports. Once discussed with relevant scrutiny committee these will be published on the SFRS website. The preparation of a consolidated report, which will provide a corporate overview of the reviews, is in progress but due to other completing demands completion of this has been put back to December 2020. This work has been carried forward in the Annual Operating Plan 2020/21 reference SO4:1.	SPPC
SO4:3	Review the SFRS Performance Management Framework (PMF) and agree a revised suite of performance measures to ensure robust scrutiny of progress against the Fire and Rescue Framework and the new Strategic Plan 2019-22.	Complete	Following a review, the revised Performance Management Framework, including a relevant suite of performance indicators, was approved by the Board in March 2020.	SPPC
SO4:4	Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	Close	Progress on the implementation of InPhase was delayed due to COVID-19 related travel restrictions and technical issues accessing the system off site for the consultant. This project has experienced many technical issues, delaying implementation. These have now been resolved. To expedite the implementation a dedicated additional resources will be appointed. This work will continue and is included in the Annual Operating Plan 2020/21 reference SO4:13.	SPPC
SO4:5	Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021.	Close	The Prevention and Protection and Service Delivery Administration Review was completed and final report provided. The requirements of the Overtime Staffing project has been completed for the reporting year. The planned Operational Intelligence Improvement Review and Station Standards Review was not completed. The SI Programme is now under review due to the development of a new Service Development Directorate and refocus of work as a result of COVID-19.	SDEV

Strategic Outcome 4 - Public Value

Ref	Action	RAG	Commentary	Function
SO4:6	Review the SFRS approach to Service Improvement planning and delivery.	Complete	A review of the Performance Improvement Forum has been undertaken and areas of improvements identified. A revised process for managing improvement plans was approved by the Strategic Leadership Team in Quarter 4. It is anticipated this will further strengthen the ownership and scrutiny of improvement actions plans, whilst also streamlining the process.	SPPC
SO4:7	Prepare a Sustainability Framework.	Close	Due to COVID-19 and other competing priorities this action has not been progressed any further at this time. To carry forward this work it has been included in the Annual Operating Plan 2020/21 reference SO4:3.	SPPC
SO4:8	Develop and embed collaboration governance, planning and performance arrangements to support and contribute to the tri-service Reform Collaboration Group (RCG).	Complete	By adopting a project management approach, supporting governance arrangements have been improved. These will continue to be evolved through normal business.	SPPC
SO4:9	Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.	Complete	The preparations of the annual accounts was completed and the normal monthly financial monitoring completed in line with standard reporting timelines. The budget for 20/21 was prepared and approved by the Board. The revised strategic risk register was agreed by SLT and now complete. The internal audit service is now in place and relationships developed.	FCS
SO4:10	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Complete	A range of Business Continuity Plans have been prepared in response to COVID.	FCS

Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:11	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Complete	Our SFRS Climate Change Response Plan 2045 has now been agreed and published. The Energy and Carbon Plan has been reviewed and is now in a revised draft format for consultation. SFRS is fully engaged with all of the Scottish Government departments involved in Climate change. This action will now be closed and further developments managed through the Annual Operating Plan 2020/21 reference SO4:2.	FCS
SO4:12	Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Complete	Accreditation to Cyber Essentials standard was achieved in April 2020. A new project in the 2020/21 ICT Workplan will continue to develop SFRS cyber security arrangements.	FCS
SO4:13	Review the SFRS approach to Business Intelligence.	Complete	The Business Intelligence Review was completed in December 2019. The review went before the Strategic Leadership Team in January 2020. Further work to develop a strategy and supporting action plan is included in the Annual Operating Plan reference SO4:11.	SPPC
SO4:14	Implement a full Service awareness and training programme regarding compliance with the Freedom of Information (Scotland) Act.	Red	<p>Freedom of Information/Environmental Information Regulations Procedure which details responsibly and actions of all SFRS staff has been developed. Procedure will be presented to Information Governance Group on 28 July 2020, along with a Spotlight Update on the FOI journey, followed by formal approval at Corporate Assurance Board and consultation with stakeholders before publishing throughout SFRS. Meetings had been postponed due to COVID 19, however it is intended to begin Skype meetings in Quarter 3 2020/21 to provide awareness training.</p> <p>Residual reporting on this will continue until completion of awareness training.</p>	SPPC
SO4:15	Review and improve how SFRS captures and reports on compliments and complaints corporately and at local levels.	Red	<p>An interactive dashboard was completed and presented to the Corporate Assurance Board. Quarterly updates will now be provided to the Information Governance Group. Further meetings to engage with LSOs to capture compliments and complaints at a local level had been postponed due to COVID 19, however it is intended to begin Skype meetings in Q3 2020/21 to recommence engagement process.</p> <p>Residual reporting on this will continue until completion of engagement.</p>	SPPC

Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:16	Implement the recommendations of the Legal Services Review.	Complete	The recommendations of the review have been completed. A training plan for client departments has been developed and will be rolled out from September. Our in-house infrastructure is progressing with the main workflows in place. Further work to develop our legal service function, such as the development of a Case Management System, will continue as business as usual and be managed by the Strategic Planning, Performance and Communications Directorate.	SPPC
SO4:17	Review Service Delivery Area/Corporate Admin roles and responsibilities.	Complete	The Admin Improvement Review was undertaken in Quarter 4 with a final report produced.	SPPC
SO4:18	Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery.	Complete	The ICT Workplan is generally progressing as planned with a small number of projects already closed including Modern Desktop and Wide Area Network implementation. This action will be marked as complete and managed via the 2020/21 ICT Workplan.	FCS
SO4:19	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Complete	The Procurement Workplan 2019/20 has been delivered. Procurement and Commercial Improvement Programme assessment and agreed actions for period have been completed. A rolling three year procurement work plan has also been developed and is now in place.	FCS
SO4:20	Proactively manage our asset base and target investment where it delivers best value.	Amber	Some milestones of this action have been impacted by COVID-19. The sale of Mounthooly is expected to be concluded in late Autumn. A final report on the development of a West Asset Resource Centre is awaiting final approval. Residual reporting on this will continue until completion of these milestones.	FCS

Strategic Outcome 4 - Value

Ref	Action	RAG	Commentary	Function
SO4:21	Enhance Service Improvement guidance to support process review/redesign.	Complete	A full review has been undertaken of the current Learning Content Management System (LCMS) packages which were subsequently replaced with the Scottish Government Foundation Improvement Course. The new Service Improvement training commenced roll out in January 2020 and has been completed.	SDEV
SO4:22	Develop Transformation Programme Benefits Realisation Plan.	Complete	This action is complete. The Benefits Realisation Plan was prepared and reported to the Programme Office Board in October 2019 and approved by Transformation and Major Projects Committee.	SDEV