Annual Operating Plan 2018/19

Quarter 1 Progress Report

Executive Summary

Over the first quarter of this reporting year we have focussed on consulting and engaging on our transformation proposals. SLT have been actively engaging with many of our people in Stations around Scotland to provide information and to seek views. The public consultation on transformation, which ran from February to May returned over 1500 responses. We have commissioned the University of Edinburgh to analyse these with a final outcome report expected by the end of August. The outcome of this will help to support the development of our next Strategic Plan for 2019-22. Work on this has been initiated and progress will be fully scrutinised through our Programme Office arrangements.

In support of our plans for transformation we have been working collaboratively across the service to introduce a fleet of Rapid Response Units at key locations across Scotland and a further swift water rescue asset in the North .

The Balmoral Bar Implementation Group, established to oversee delivery of the improvement recommendations made following the tragic death of firefighter Ewan Williamson, is now nearing completion of this work. There will be a move to transfer residual elements of the action plan into business as usual activity following approval of a closing report. The safety of our operational staff also continues to be enhanced following the introduction of a new Operational Intelligence System and the introduction of Flexi Duty Manager Training for Operational Competence Framework in April 2018.

To support the development of our staff, as well as the continuation of our Supervisory and Executive Leadership Programmes, we have now launched our first Strategic Development Programme. This year 14 members of staff successfully completed the Strategic Development Centre to participate in the Programme.

As with last year, resourcing challenges are severely hindering our procurement capability as is indicated by a red status. Diligent prioritisation and outsourcing makes sure essential commodities can still be progressed through the appropriate procurement channels.

RAG Score Summary

Green 🟩 **66% (31 out of 47 actions)**

Action on target. Milestones progressing as expected.

Amber 🟨 **32% (15 out of 47 actions)**

Some slippage on milestones but still likely to complete overall action by target end date.

Red 🟥 **2% (1 out of 47 actions)**

Action unlikely to be completed in reporting year and/or significant risk in delivery identified.

Directors' Summaries

Prevention and Protection

Quarter 1 has been challenging in regards to the additional requirements being placed on the Directorate as a result of both the Grenfell Inquiry and the Glasgow School of Art fire. These additional workloads are currently being managed alongside our business as usual activities. Work continues to progress on a number of fronts including the production of a Prevention and Protection Planning and Evaluation Policy and associated processes. A review of all Directorate resources across Scotland has been instigated by the Director and, when concluded, will inform Prevention and Protection policy and deployment going forward. We are also in the process of implementing our agreed Directorate structural changes which will support closer management and improved effectiveness of the Directorate.

Response and Resilience

The CCF Project Board signed the contract for the new Command and Control Mobilising System (CCMS) with Systel in April 2018. Work has commenced on the functional and technical design specifications and implementation plans are being progressed.

Operational crews were called to two major fires within the City of Glasgow with crews from across Scotland involved. Wildfires were also a significant feature during this Quarter in each of the Service Delivery Areas (SDAs). Comprehensive Operational Assurance debrief processes have been undertaken and are nearing completion. Significant work has been undertaken to introduce RRU's into the Service including robust evaluation of new equipment and techniques in conjunction with Service Transformation, TED and H&S teams.

New Swift Water Rescue Boat resource launched in the North SDA during this Quarter. Response and Resilience resources are involved in preparations for the European Championships. The Central Staffing Project remains ongoing and risks remain with respect to workload, competing priorities and capacity. The 19 workstreams within the Balmoral Bar Implementation Group have been completed and a closing report will be presented in the near future.

People and Organisational Development

The POD Directorate made significant progress on a number of initiatives in Quarter 1, including the development of a mentoring scheme with school students who have limited or no access to role models from a work environment via 'Career Ready'; and progress on a Firefighter Modern Apprenticeship framework. The initial phase of the implementation of uniformed terms and conditions was completed in June and all uniformed staff affected have been issued with a variation to contract. Negotiations on the standardisation of RDS terms and conditions continue and will carry forward into Q2. The first Strategic Leadership Development Programme (LDP) was launched in June 2018 following completion of the Strategic Development Centre. The Supervisory Leadership Development Programme has so far been delivered to 58 employees and will continue to roll out to each SDA twice per annum. In addition, Supervisory Manager Inductions have also been delivered to 139 employees with a support focus for the newly promoted Supervisory Managers.

Finance and Contractual Services

The Directorate is making steady progress against objectives. Key projects within Asset Management and ICT are progressing well and work in relation to the Annual Accounts continues in line with revised timescales. Significant work has been undertaken in relation to Cyber Security through ICT and within Asset Management the appointment of a new Sustainability Manager will allow additional recruitment within the Environment and Sustainability Team. A key area of challenge remains in relation to procurement resource and whilst new recruitment processes are being completed current capacity is being supported through outsourcing of activity where possible.

Strategic Planning, Performance and Communications

Over the past few months significant effort has been made to prepare the Service to meet the new General Data Protection Regulations, which came into force in May 2018. There is much more to do and steps are in place to work through a plan of action through the year to bring the Service into a stronger position of compliance. We have also focussed on communicating our transformation proposals. The 1563 response received from our public consultation are currently being analysed. Initial findings will be reported by the end of July ahead of the final report, which is expected by the end of August.   The outcome of this will be fully aligned with the project to develop the Strategic Plan 2019-22.

To strengthen our performance management arrangements work continues to implement the Performance Management Framework which was agreed in February 2018. In support of the newly agreed Service Improvement Strategy a Service Improvement Programme for 2018/19 has been endorsed and work commenced on identified self assessments.

Strategic Priority - Improved Local Outcomes

Ref	Action	RAG	Commentary	Function
ILO 1	Develop Prevention and Protection Evaluation Policy and associated processes.	Green	A draft Community Safety Engagement (CSE) Planning and Evaluation Policy and procedure has been developed. Two CSE initiatives have been identified to pilot this, and work has commenced with the initiative leads. The findings of these pilots will be used to further develop the procedure. Links have been established with the National Fire Chiefs Council Evaluation Sub Group and with the Scottish Community Safety Network Evaluation Sub Group to review evaluation methods in other organisations and gain critical appraisal of the SFRS proposal. Quarter 2 will see the draft proposal presented within the Prevention and Protection Diretorate Management Team and developed from this point.	P&P
ILO 2	Develop risk rating methodology for Fire Safety Enforcement.	Green	The SFRS Fire Safety Enforcement audit form has been out for consultation, comments received and amendments made. This form will now be input into the new PPED system and will be the basis for the recording of enforcement activities going forward.	P&P
ILO 3	Design and implement revised Fire Investigation Delivery Model.	Green	SFRS are no longer taking part in the ISO 17020 (for inspection body accreditation) trial. More information has been requested regarding the need for and implementation of the ISO, which is currently being gathered. Only one service in the UK is taking part in the trial from which they will share their work process/findings in due course, which may influence our direction. Out of the six Quarter 1 projects allocated to the teams relating to alignment with ISO standard and to improve Fire Investigation working practices, three have been fully completed and returned, two are very near completion and one is behind schedule. Quarter 2 will see completion of all Quarter 1 allocated projects and the allocation of further projects linked to improving Fire Investigation practices.	P&P

Strategic Priority - National and Community Resilience

Ref	Action	RAG	Commentary	Function
NCR 1	Ensure resilient command cover throughout Scotland by monitoring, reviewing and updating our Flexible Duty Manager (FDM) policies and procedures.	Green	The past few months have seen considerable work carried out to review and re-balance the FDM command groups. Response and Resilience (R&R) have engaged with Human Resources and Organisational Development to improve the process for allocation of command groups and call signs. A policy review team has been formed comprising of R&R and Service Delivery representatives. This team will be reviewing and updating key FDM policies and procedures, commencing with Detached Duty Implementation, Strategic Mobilising Location, Remote Island Support and the Duty Manager procedure.	R&R
NCR 2	Develop and implement a Warm Zone response for Marauding Terrorist Firearms Attack (MTFA) Incidents.	Amber	To date around 180 Firefighters and 30 NILOs have completed MTFA training. Courses will be required to capture those who never attended the original courses last year, as well as making arrangements for tri-service refresher training for those that participated once agreement has been reached with the Representative Bodies. The procurement of all PPE, medical equipment and operational equipment is complete, and four specialist vehicles are currently being fitted out. Standard and Control Operating Procedures have been prepared and are awaiting final authorisation prior to publication.	R&R
NCR 3	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	Work remains ongoing to highlight and rectify gaps identified during Scotland wide CBRN Audit. Engagement with our Asset Management function continues in relation to the replacement of fleet and transport systems.	R&R
NCR 4	Continue to develop the Scottish Capability Assurance Support System (SCASS) and implement a pilot of the system.	Amber	Work has progressed at a steady pace in line with Functional Plan objectives. The System now operates with limited functionality. Links with ICT have been maintained and a change in personnel within the Function will require some ICT training to develop SCASS further. A handover is taking place at the end of July and new objectives will be set at that time.	R&R
NCR 5	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Green	Whilst timescales for the availability and implementation of ESN remain unclear at this time sigificant activity has continued in relation to network coverage, integration with new Command and Control Mobilisng System and the Operational Intelligence System as well as preparation for transition from Airwave through the multi-agency Airwave Exit Strategy Group. An ESN Programme Board has also been established and lead officer provides updates at regular intervals. The Home Office have appointed a new programme lead and we are now awaiting information as to how programme will be progressed nationally.	R&R

Strategic Priority - Modernising Response

Ref	Action	RAG	Commentary	Function
MR 1	Design and successfully implement a new Command and Control Mobilising System (CCMS).	Amber	Detailed design specification including data migration and training plan has been drafted and is under review prior to sign off. An implementation timeline has been agreed by the Project Team. This will be put forward to the CCMS Project Board for agreement. The Project Board have agreed for User Acceptance Testing (UAT) to take place at Hamilton. Preparation work is now underway to facilitate this.	R&R
MR 2	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Green	Since 7 May 2018, the R&R Staffing project has assumed the responsibility for Wholetime uniformed staffing. The past months have seen considerable involvement in business as usual activity which has created slippage against expected timescales for reviewing policy and procedures. The team are working closely with key stakeholders to develop interim guidance and procedures for TOIL, Detached Duties and Leave Application guidance. Looking forward, the team will be working to review the Common Duty System rostering management policy and develop a suite of staffing procedures and guidance.	R&R
MR 3	Ensure Firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Green	The Operational Intelligence System went live in April 2018 throughout Scotland. The East Service Delivery Area has now been completed in relation to hardware deployment and decommissioning of legacy systems. Work is now ongoing in the West and North Service Delivery Areas to accelerate roll out of hardware in line with ICT corporate WIFI solutions	R&R
MR 4	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Green	The Regional Implementation Groups and OA Sub Group are developing well with tangible progress in terms of a collective understanding of work streams and processes as well as communication lines and targeted outcomes. The OA Team continue to explore options with ICT colleagues and external stakeholders for the development of a new SharePoint based OA system, although this is proving difficult to progress. Comprehensive debrief processes for the recent severe weather period and large fires in Glasgow have been undertaken and nearing completion. The management of OA Action Plans continues to be a primary focus for the OA Function with noticeable improvements on the reduction of outstanding actions.	R&R

Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 1	Relocate main seat of East Service Delivery Area centralised training to Newbridge.	Green	This project is in its early stages. Training and Employee Development Management Team have engaged with staff affected by the move to the new site at Newbridge. Engagement will continue throughout the duration of the project.	POD
WD 2	Conduct an internal review of the Trainee and Employee Development Function.	Amber	A Project Dossier Has been produced and taken to the Programme Office Board (POB) on 27 June 2018. It was noted that Service Delivery do not have capacity to support the project within the proposed timescales. These will be revised and taken back to the next POB meeting for agreement. A Project Board has been constituted and Terms of Reference agreed. Leads have been identified and appointed for all workstream key lines of enquiry. Work packages have also been developed and agreed for all key lines of enquiry.	POD
WD 3	Introduce of Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 1 of 3 Programme.	Green	FDM TfOC went live on 1 April 2018. Modules to support this are being developed and uploaded to our training system LCMS on a rolling programme. Module development for Quarter 2, Civil Contingencies and Resilience, has been completed and uploaded to LCMS. Functional Officer/Tactical Advisor module has also been completed and waiting sign off. First Aid and Trauma modules are in development.	POD
WD 4	Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme.	Green	The Foundation Programme, originally planned for 84 new entrants, will now include 108 students across three venues. This is due to commence in September 2018. Planning and scheduling will be undertaken during the next quarter in preparation for this.	POD
WD 5	Roll out the Learning and Development Framework.	Green	The first Strategic Leadership Development Programme (LDP) was launched on 22 June 2018 following the successful participants completion of the Strategic Development Centre and receipt of feedback in May 2018. The implementation of the initial Supervisory Leadership Development Programme continues with the first round delivered to 58 employees across all three Service Delivery Area (SDA). The programme will be rolled out across each SDA twice a year. Supervisory Manager Inductions have also been delivered to 139 employees with a support focus for the newly promoted Supervisory Managers. Review and evaluation of this first round of delivery will now be undertaken to inform future programme developments and delivery.	POD

Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 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 2018/19.	Green	Workforce Planning and Resourcing requirement are reviewed formally on a monthly basis and both national campaigns and local processes are supported by Human Resource Advisers, uniformed personnel and support staff. To date there has been one Trainee Firefighter intake and a Watch Manager recruitment campaign together with ongoing RDS and support staff recruitment. The Workforce Planning and Resourcing Team structure is currently under review.	POD
WD 7	Deliver Pay, Reward and Benefits Frameworks, maintaining harmonious employee relations in accordance with the SFRS Working Together Framework.	Green	A plan has been produced to implement the newly agreed uniformed terms and conditions on a phased basis. This includes iTrent configuration to enable pay and allowances to be paid accurately, variations to contracts for uniformed staff and policies and procedures covering the new terms and conditions. The Support Staff pay claim has been submitted for 2018/19. An offer was made to the Trade Union and negotiations are continuing. A process has commenced to align/ review support staff posts within the structure to job families. This includes creating/ reviewing job descriptions to ensure they reflect corporate standards.	POD
WD 8	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Green	A number of initiatives from the Balancing the Workforce Profile Action have commenced including the development of a young people's mentoring/work experience scheme with Career Ready; early work on a framework for Firefighter Modern Apprenticeship; and an exercise to identify current youth engagement activity across SFRS with the aim of developing initiatives which complement these. A staff survey is being finalised with the view to launch the survey to all staff in Quarter 2.	POD
WD 9	Ensure compliance with employment legislation and the application of efficient working practices.	Green	A revised policy forward planning schedule has been created and circulated to appropriate consultation partners. This will be maintained as the standard for all Policies and Procedures within the function. The formal consultation process for Trade Unions and other consultative groups is being review to incorporate Service Delivery Area requirements for fuller consultation periods to allow better feedback. To ensure consistency of application, HR Business Partners will be briefed on policy interpretation in order to deliver new or revised policies out to their business partners.	POD
WD 10	Develop, implement and embed SFRS mental health and wellbeing arrangements.	Amber	Due to staff resource challenges within the Procurement function, the action to procurement a new provider for Counselling and Post Incident Support Services has been delayed and will be progressed in Quarter 2. Legacy suppliers shall continue to provide these services in the meantime.	POD

Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 11	Develop, implement and embed Firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.	Green	Standardised fitness programmes are now in place across the SFRS. Functional movement screening is to be included as part of routine fitness assessment. This will be introduced during the next Quarter. A lifestyle questionnaire for all operational staff has been developed and will be issued during Quarter 2. A review of legacy physiotherapy service provision has been completed with further engagement on future provision planned for Quarter 2.	POD
WD 12	Develop and facilitate the completion of the SFRS and Directorate Health and Safety Improvement Plans.	Green	SFRS Health and Safety Annual Plan and Directorate/Service Delivery Plans are in place. There has however been limited progress in completing some plans due to competing demands with some Directorates.	POD
WD 13	Develop proposals to determine and enhance the safety culture within SFRS.	Amber	The work to progress a safety culture survey has been postponed due to the introduction of the Management of Risk at Operational Incident Framework. This stems from the work of the Balmoral Bar Implementation Group. It is anticipated that when embedded across SFRS, this will significantly influence safety culture.	POD
WD 14	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Amber	The Health and Safety function testing of a new HSMIS is complete, with further user testing planned during Quarter 2. It is proposed to rollout the new systems to the North SDA in September 2018, with a full rollout anticipated by end of Quarter 4 for the 'event reporting' module. Additional modules will be developed subject to ICT timelines.	POD
WD 15	Produce Prevention and Protection (P&P) Competency Framework.	Amber	Progress in relation to this action is limited due to capacity issues and significant unplanned demands. An initial training needs analysis has been carried out. In addition, Prevention and Protection are supporting the recently initiated Training and Employee Development Review Project.	P&P
WD 16	Balmoral Bar Implementation Group established to deliver the Balmoral Bar Action Plan.	Green	A full review of the Balmoral Bar Action Plan recommendations, given by Health & Safety Executive following the incident, is to be carried out with a view to moving towards business as usual. Many of the nineteen recommendations given have been completed with only two having some outstanding issues. They are at their later stages and are on track to be completed by their expected timescales. The Service is now looking to close the Balmoral Bar Implementation Group and provide a closing report for strategic scrutiny and approval.	R&R

Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 1	Prepare a new Strategic Plan for the period 2019-22.	Green	The Strategic Plan development will be supported by Programme Office arrangements. A Project Dossier has been prepared and approved by the Programme Office Board in June 2018. This will now progress to the Transformation and Major Projects Committee in August 2018. A Strategic Plan 2016-19 Review Scope Briefing was agreed by the Strategic Leadership Team in May 2018. An initial meeting of a cross directorate working group has been arranged for July 2018.	SPPC
GSR 2	Strengthen performance management arrangements to align with the requirements of the Performance Management Framework (PMF).	Green	Concern was raised by Scottish Government over target setting within the agreed PMF. SLT have held two session to review and revise the corporate indicator list. Work is ongoing to finalise this for 2018/19 reporting year. Work continues to standardise corporate reports. The Board have received two reports (in March and June) with format options. An ICT project has been formally initiated to enable Performance Data Services Team appropriate access to data systems - this year increased data storage will be secured and further analytical tool procured. An outline system specification has been prepared and a User Intelligence Group (UIG) established. A further meeting of the UIG has been arranged for mid August with the view of progressing the procurement process to contact award in early 2019.	SPPC
GSR 3	Prepare a Sustainability Framework.	Green	This action is not due to start until Quarter 2. Preliminary research has been conducted.	SPPC
GSR 4	Develop and implement a Service Improvement Programme.	Green	The Service Improvement (SI) Programme 2018/19 has been endorsed by SLT. The Programme is well underway with Quarter 2 projects, such as the North Service Delivery Area Self-Assessment, ready to launch. Work has been initiated to develop the SI Programme for 2019/20. To support delivery of the Programme an internal recruitment campaign for SI Assessors was carried out. As a result, five new Assessors have joined the SI Assessors Group bringing the total number to 12. In addition, work is now underway with POD/TED Functions to develop an SI Assessors CPD Programme to ensure our Assessors are fully supported and developed in this additional role.	SPPC
GSR 5	Continue to develop and strengthen our Board governance arrangements.	Green	Good progress being made overall against all milestones. Board Support Team have reviewed and updated the Board Induction Programme. A Business Case to introduce/develop a new platform has been developed which will be progressed through Finance processes. Code of Corporate Governance was submitted to the Integrated Governance Group in June 2018. All six principles have been reviewed, this will continue on a rolling cycle. Effectiveness of the Board paper was submitted to the Board in June 2018 to highlight how Board member arrangements have been reviewed ensuring their continued effectiveness and to propose and approved future arrangements.	SPPC

Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 6	Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.	Amber	The monthly monitoring and transaction processing is progressing as planned. However, a delay in the fixed asset process has impacted the year end timetable. The technical issue is now resolved but a revised date of early August is now expected for the accounts completion.	FCS
GSR 7	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Green	Directorates are now starting to develop their business continuity arrangements with an agreed approach.	FCS
GSR 8	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Amber	Progress with this action has been challenging, however with the appointment of the new Sustainability Manager's post we have now seen some positive movement within this area. It is expected to have a fully functioning Environmental and Sustainability Team following the recruitment of the two remaining posts - an Environmental Officer and an Energy and Carbon Management Officer	FCS
GSR 9	Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Amber	Significant progress has been made to achieve the requirements of Scottish Government Cyber Resilience Action Plan. There has been some minor slippage on timescales due to external assessment.	FCS
GSR 10	Raise awareness of and strengthen business processes enhancing overall systems of control.	Amber	A Business Process Review on Asset Management has been completed as planned. A further review on Human Resources processes has been delayed but will be progressed next quarter.	FCS
GSR 11	Develop the Edinburgh Museum of Fire, within its new location, as a community engagement facility that serves to preserve the heritage of the Fire Service in Scotland.	Amber	Work continues on developing handbooks and a library and uniform collection. Planning is nearing completion and consultation around artefacts and layout is ongoing.	R&R

Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 12	Develop associated General Data Protection Regulations (GDPR) policies, procedures, guidance documentation to ensure legal compliance.	Green	Information Asset Register has been developed and initial gap analysis carried out to identify areas of high risk. A draft Breach Procedure has been developed and several policies and procedures have been amended to align with the GDPR. Others are currently being amended by Directorates before final review by Information Governance.	SPPC
GSR 13	Implement the recommendations of the Legal Services Review.	Green	First stages of the Legal Services Review Project Plan have been triggered and initial recruitment of two solicitors has taken place in order to start building the legal infrastructure.	SPPC

Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 1	Harness and exploit the potential of information and communication technologies, maximising value from our investments, to enhance service delivery.	Green	All projects and support work progressing as planned. The ICT Workplan for 2018/19 continues to be monitored through the Digital Steering Group. The roll out of the Modern Desktop continues to make good progress through RDS and Wholetime Stations.	FCS
T 2	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Red	Resourcing our Procurement function remains a significant challenge. Progress on the Workplan has been impacted due to lack of resources. Tenders are being progressed on a priority basis and outsourcing of activity continues where possible. The Procurement Team stucture has been revised and a new recruitment process is underway to fill vacancies.	FCS
T 3	Proactively manage our asset base and target investment where it delivers best value.	Green	All of the key projects within Asset Management are progressing well and are on schedule. The case to develop a West Asset Resource centre has been approved. The Soft FM Project is a complex process which has highlighted some additional legal advice requirements. However we are confident that this will be back on track over the next few weeks. The capital plans are progressing well with all of the Rapid Response Units on target for delivery and the new SFRS standard 18t Rescue Pumps are now progressing down the production lines with all 32 being delivered by December 2018.	FCS

Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 4	Enhance Service Improvement guidance to support process review/redesign.	**Green**	A Programme Board to lead on Process Improvement has been established. Progress is being made on the development of Service Improvement (SI) Guidance to support process review/redesign through the work of this Board and also through the implementation of the Service Improvement Programme 2018/19. In addition to this practical application, formalised training is scheduled for August 2018, which will enable the SI Team to further develop the service review/redesign guidance to meet the needs of the Service.	SPPC
T 5	Conduct a comprehensive consultation on our Transformation Plan proposals.	**Green**	From February to May 2018 considerable work was conducted to raise awareness of the consultation on our transformation proposals by way of an integrated communications and engagement strategy. This covered activity in the mainstream media, social media, and video material for internal and external use. We delivered a programme of stakeholder engagement, including MSPs and other elected representatives, and resource materials to support local staff engagement. The consultation document was produced in a way to be easily read and understood. The resulting 1500+ responses indicated the widespread awareness of, and public engagement with, this consultation.	SPPC
T 6	Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.	**Amber**	Outstanding Rapid Response Unit (RRU) Project tasks continued to be developed within this quarter with many being completed. Significant progress was made on the Safe Systems of Work and the Incident Response COP, which will allow the RRUs to be mobilised and used safely. All RRU project tasks are scheduled to be finished by Quarter 2 as per the project brief. The introduction of strategically placed Water Rescue assets and High Reach appliances further supports service Transformation.	R&R