



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# **Annual Operating Plan 2018/19**

## **Quarter 2 Progress Report**

## Executive Summary

During this quarter and following communication of our transformation proposals earlier in the year, the draft analysis of the consultation response was presented to the Board in September by Professor James Mitchel of The University of Edinburgh. Prof. Mitchel will also present a final written report to the Board that will be shared with the Service.

The Service continues to support plans for transformation with the first operational Rapid Response Units being introduced at key locations within the North SDA. In addition, Marauding Terrorist Firearms Attack PPE, medical equipment and operational equipment has been procured and four specialist vehicles are currently in the process of being fitted out.

Work has continued to support the implementation of revised terms related to standardisation of the uniformed terms and conditions effective from 1 October 2018, including the development of associated policies and procedures, configuration of iTrent and the calculation of pay protection where applicable. A series of regular communications have been issued to staff.

The SFRS Staff Survey was launched in September – giving staff the opportunity to share their views about working for SFRS and suggest how we could do things differently to create the best possible working environment. The survey will run for six-weeks and feedback will be used to create local and national action plans.

Substantial work has been carried out by ICT colleagues to educate staff about cyber security, with mandatory training being issued at the beginning of September.

In Q1 resourcing challenges were severely hindering our procurement capability as was indicated by a red RAG status. This position has seen some improvement following the successful recruitment of staff within the team, with more expected over the next few weeks. Accordingly, this action has now moved to Amber status.

Annual Health and Safety Plans are in place to promote collective legislative compliance whilst recognising the different needs of directorates and SDAs. Although the Health and Safety Department is continuing to work with business partners to assist them to complete annual Health and Safety Plans, the current status of the Improvement Plan (17% actions complete, 12% on target, 39% 1 month late and 32% over 1 month late) means that there needs to be increased attention in this area of work. This position is indicated by a red RAG status.

## RAG Score Summary

**Green**  **58% (27 out of 47 actions)**

Action on target. Milestones progressing as expected.

**Amber**  **40% (19 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

In Q2 we have seen positive movement in relation to our Prevention and Protection Planning and Evaluation Tool, Policy and Procedure. Pilot projects are now being evaluated using the new process.

The Fire Investigation restructure paper was presented to the Strategic Leadership Team with additional information, considerations and options requested.

Working closely with the Data Services Team, we have created an analysis tool which we hope will help us to cross reference Prevention & Protection (P&P) resources across Scotland with changing demographics and operational activity. This should support the Director to deploy fire safety enforcement resource more effectively.

The P&P Directorate restructure has now concluded with clearer governance arrangements in place. We have reached out to other UK Fire and Rescue Services in regards to Fire Safety Enforcement risk rating methodologies. Data is currently being received and analysed.

### Response and Resilience

In Q2 the Service has participated in two major events: supporting the European Championships 2018 at a number of Scottish locations through planning and attendance at events; and involvement in Operation Roll Gold - the visit of the US President to Scotland. The Rapid Response Unit Project has seen the 'Go Live' of this resource with the first appliances on the run in the North SDA accompanied by training for crews and a suite of supporting documentation.

Within the Command and Control Futures Project (CCF), the Implementation Plan for the new Command & Control Management System (CCMS) has been reviewed to take account of the time required to integrate the necessary contractor supplied infrastructure for the system testing. A Go Live schedule has been agreed by the Project Board and presented to the Strategic Leadership Team (SLT). The Operational Assurance (OA) Function remains focused on developing a more efficient and streamlined OA process. Dedicated workshops co-ordinated by the OA team have proved successful in supporting a reduction of outstanding OA action plans. The procurement of Marauding Terrorist Firearms Attack PPE, medical equipment and operational equipment is complete and four specialist vehicles are currently being fitted out.

The Assistant Chief Officer has had a number of engagement visits including station visits to Arran and Brodick. The Balmoral Bar Project is now complete and the closing report presented to the Strategic Leadership Team.

### **People and Organisational Development**

Work has been ongoing in POD to support the implementation of revised terms related to standardisation of uniformed terms and conditions effective from October 18. The SFRS staff survey was launched in Q2 and will run for six weeks until the end of October 18. A 'Purchase of Additional Annual Leave Scheme' for Support Staff was also approved and introduced. The review of Training & Employee Development is progressing well and is on target for completion in February 19. In terms of recruitment, there was a trainee firefighter intake of 105 in September 18 and a crew manager campaign commenced in August 18. Firefighter fitness programmes and functional movement screening were also developed and implemented. The Executive and Strategic Leadership Development Programmes continue with 360 degree reviews progressed in Q2. A new focus group to deal with firefighter contaminants was launched. Terms of reference were agreed and action plans are progressing. Health & Safety Improvement plans will continue to be a key focus in Q3.

### **Finance and Contractual Services**

The Directorate is making steady progress against objectives. Key projects within Asset Management and ICT are progressing well. Work in relation to the Annual Accounts is now largely complete, with sign off expected at the October Board meeting. Significant work has been undertaken in relation to Cyber Security through ICT. Recruitment has been progressing well within the Directorate, with the new Environment and Sustainability Team now in place within Asset Management, and four new members of the Procurement Team are in the process of commencing employment over the next few weeks.

### **Strategic Planning, Performance and Communications**

Work has continued over the past few months to strengthen our performance management arrangements and the Performance Management Framework has now been published. Development work has also continued on the Strategic Plan 2019-2022. In recognition of a number of emerging factors the Board has agreed to postpone the publication of a new plan until October 2019. We are continuing to strengthen and develop Board governance arrangements and a new Board Induction Programme was successfully delivered and well-received within the quarter. Work has also progressed to provide Members with a dedicated SharePoint site, providing access to key Service information. Implementation of the recommendations of the Legal Service's Review is also moving forward. The Head of Governance role is currently in the process of being recruited. Plans are also in place to recruit two Senior Solicitors. Following substantial communication of our transformation proposals in Quarter 1, the draft analysis of the consultation response was presented to the Board in September by Professor James Mitchel of The University of Edinburgh. A final written report will be presented to the Board and the Service by Prof. Mitchel.

## Strategic Priority - Improved Local Outcomes

Ref	Action	RAG	Commentary	Function
ILO 1	Develop Prevention and Protection Evaluation Policy and associated processes.	Green	Three pilot projects have been identified and feedback received has been incorporated into updated draft documents. Support has been received from an external consultant to provide document review and evaluation expertise. Work has also begun to align evaluation and initiative planning with strategic outcomes. Draft documents will commence route through governance in Q3.	P&P
ILO 2	Develop risk rating methodology for Fire Safety Enforcement.	Amber	A review of other methodologies is still ongoing. Contact has been made with a number of FRS and we are awaiting responses from a number of departments. Early signs show a varied approach across services and an in depth analysis is required to see if SFRS can benefit from any alternative approaches. On conclusion of responses a local visit may be required to further investigate their risk based approach in relation to audit activity following an inspection. Data Services have produced an analysis tool that could assist in identifying risk and further training may be required in understanding how to use the model to its advantage in accordance with current knowledge against risk.	P&P
ILO 3	Design and implement revised Fire Investigation Delivery Model.	Amber	The restructure proposal is being reviewed and it will be resubmitted in Q3 to meet the demands of the Off Station Structure Review. Work to implement projects and deliver on project outcomes continues to improve Fire Investigation (FI) service delivery. Although SFRS has not formally embraced the ISO standard, FI will continue to strive to meet the requirements of the 17020 standard. A number of other services are now working towards ISO implementation. The review of policy, procedure and practices is underway and unit auditing scheduled for Q3 will furnish a gap analysis to inform future work to improve and standardise FI working arrangements.	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	A dedicated team within Central Staffing is now deployed on standardising and improving Flexi Duty Manager (FDM) processes and management of availability with a range of resources developed to enable FDMs to fulfil their responsibilities more efficiently. A number of key policies, that impact on the FDM cadre, have been reviewed and updated in line with the Rapid Response Unit project implementation. Other policy developments have been reprioritised to the focus on efforts on the Common Duty System.	R&R
NCR 2	Develop and implement a Warm Zone response for Marauding Terrorist Firearms Attack (MTFA) Incidents.	Amber	No change to current status, talks nationally are ongoing with Representative Bodies. All national and SFRS documents will be titled SFRS response to Terrorist Attacks. Marauding Terrorist Firearms Attack remains the highest risk due to the impact but now sits within the documents as a method of attack.	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.	Green	Work is ongoing and on target for issuing new Powered Respiratory Protective Suits (PRPS). Training dates are set for early 2019.	R&R
NCR 4	Continue to develop the Scottish Capability Assurance Support System (SCASS) and implement a pilot of the system.	Amber	Maintaining data of the system at this stage but there has been limited progress due to the prioritisation of other Directorate workload.	R&R
NCR 5	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Amber	Whilst timescales for the availability and implementation of ESN remain unclear, significant activity has continued in relation to network coverage, integration with new Command and Controls Future and Operational Intelligence systems as well as preparation for transition from Airwave through the multi-agency Airwave Exit Strategy Group. Senior managers from ICT, Finance and Response & Resilience are involved in the review of the revised Emergency Services Mobile Communications Programme Business Case.	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	Technical and Functional Design Specifications for the CCMS have been agreed after iterative review by the Command & Control Futures Team with ICT support. Both specs are ready for official sign off. Testing of the system is to begin October 18 with Factory Acceptance Testing (FAT). User Acceptance Testing (UAT) is to begin January 19 with Site Acceptance Testing scheduled to be complimentary to the agreed Go Live sequence for the systems in the regional Operations Controls. Training and Data planning are ongoing with no cause for concern. Training materials can only be fully completed when the CCMS modifications as requested by SFRS are implemented and tested. The UAT site has been prepared and awaits delivery of the necessary WAN and system hardware that will follow FAT. Data Centre installation will follow FAT and hardware delivery.	R&R
MR 2	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Green	Full guidance on the use of the Common Duty System (CDS) has been developed in partnership with Service Delivery and the FBU. A transitional Central Staffing Team has been developed to deliver training on the CDS and Flexi Duty Manager processes. Significant engagement with Human Resources & Organisational Development on implementation of policies to support new terms and conditions has also taken place.	R&R
MR 3	Ensure Firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Green	The Operational Intelligence System (OIS) continues to be embedded in Local Senior Officer working practices with hardware fitment now been completed in 70% of West stations and 30% of North stations. WIFI has now been confirmed in all North stations and Rapid Response Units are being deployed with the OIS hardware as part of build specification.	R&R
MR 4	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Green	The Operational Assurance (OA) Function remains focused on developing a more efficient and streamlined OA process. A major part of this work has involved the production of a suite of updated and newly created policy and procedural documents to provide clear guidance and support for all personnel. Dedicated workshops and tasking groups coordinated by the OA Team and OA Sub Group have proved successful in supporting the continued reduction of outstanding OA action plans. A number of new 'Frontline Updates' have been published and this method of communication is well received.	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	Staff from Edinburgh have now been relocated into temporary accommodation at Newbridge. Engagement with Thornton staff continues with a view to relocation when new premises are handed over. Plans are underway for the decommission and movement of equipment at Thornton.	POD
WD 2	Conduct an internal review of the Trainee and Employee Development Function.	Amber	An amended dossier including revised, extended timelines has been approved by the Programme Office Board and will proceed for governance through the Transformation and Major Projects Committee. Originally planned to be complete by the end of December 18, this Project is now scheduled for delivery by the end of quarter 4 and is now live. Project Leads are providing regular updates to the Project Manager.	POD
WD 3	Introduce of Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 1 of 3 Programme.	Green	The Learning and E-Development Team continue to develop modules in line with the scheduled programme per quarter. Civil Contingencies and Resilience; Functional Officer/Tactical Advisor; Command Support and First Aid and Trauma modules all went live in Q2.	POD
WD 4	Deliver the Wholtime Trainee Fire Fighter Foundation Training Programme.	Green	The second series of the Foundation Training Programme commenced across Thornton, Portlethen and Cambuslang in September 18. 105 students were included within this programme.	POD
WD 5	Roll out the Learning and Development Framework.	Green	Implementation of the Executive and Strategic Leadership Development Programmes continue. A review of the first round of the Supervisory Leadership Development Programme outlined that the programme was very well received and implementation of the second round has commenced, running throughout Q3 2018-19 across Cambuslang, Perth and Portlethen.	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.	Amber	Local RDS recruitment continues on an ongoing basis, and support staff vacancies are continued to be managed with relevant Head of Functions, supported by HRA Business Partners. There was a trainee firefighter intake of 105 in Sep and a crew manager campaign started in August. The workforce plan has been reviewed to include more robust leaver profiling and skills gap alignment; it will be presented to SLT in Q3 for approval. A project has been scoped out to review Workforce Planning and Resourcing Processes to ensure they are simplified, fair, consistent and transparent; it will commence in Q3. 360 degree review sessions are progressing in Q2 for the Executive and Strategic LDP participants.	POD
WD 7	Deliver Pay, Reward and Benefits Frameworks, maintaining harmonious employee relations in accordance with the SFRS Working Together Framework.	Green	The implementation of the standardised uniformed terms and conditions is ongoing, including development of associated policies and procedures, configuration of iTrent and the issuing of communications to ensure that staff are aware of how the new t&cs affect them. A further formal offer was made to the Support Staff Trade Unions in relation to the pay claim for 2018/19 and an offer was made by the NJC in relation to uniformed employees' pay. The Employee Benefits Framework was extended through the agreement of a policy allowing support staff to apply to purchase additional annual leave.	POD
WD 8	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Green	Work has continued to coordinate and deliver actions from the Balancing the Workforce Profile Action Plan. The pilot of the Career Ready scheme launched and approval of the Firefighter Modern Apprenticeship Framework was received. Work has begun to develop the content of SFRS website's recruitment pages to make them more engaging to under-represented groups. A mapping exercise to establish the nature and volume of current youth engagement activities across SFRS is now complete. Information gathered has been drawn together in a document which will continue to be updated as activities develop.	POD
WD 9	Ensure compliance with employment legislation and the application of efficient working practices.	Green	The Human Resources & Organisational Development(HROD) policy forward plan was reviewed in Q2 and presented via governance routes. New policies implemented in Q2 relate to those outlined as part of the uniformed terms and conditions standardisation process. IESE business process consultants have been appointed to work with HROD to improve their business processes. Work commences in Q3 with the consultants.	POD
WD 10	Develop, implement and embed SFRS mental health and wellbeing arrangements.	Amber	The procurement process for Counselling and Post Incident Support has now been delayed until Q3, with a Resilience training package to be developed when a new provider is appointed.	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	Firefighter fitness programmes and functional movement screening have been developed and implemented. The Lifestyle Questionnaire has been implemented and a summary report will be produced in Q3.	POD
WD 12	Develop and facilitate the completion of the SFRS and Directorate Health and Safety Improvement Plans.	Red	The Health and Safety (H&S) Department continue to engage with business partners to assist with the completion of associated annual H&S plans, designed to enhance H&S management. New performance reporting arrangements agreed in Q1, for full implementation in Q2, which will provide greater accountability by the risk owner, for the progression of annual H&S improvement plans. As at Q2, the current status of the improvement plan is 17% of actions complete, 12% on target, 39% 1 month late and 32% over 1 month late.	POD
WD 13	Develop proposals to determine and enhance the safety culture within SFRS.	Amber	The focus of this action has changed as it is anticipated that the introduction and implementation of the Management of Risk at Operational Incidents Framework will enhance the safety culture of SFRS whilst addressing a lesson identified from the Balmoral Bar investigation. It is proposed that the safety culture survey be postponed until the management of Risk Framework has been embedded in to the SFRS.	POD
WD 14	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Amber	The testing phase of the in-house Health and Safety Management System has been completed and Operations Control engagement concluded. The rollout of the system proposed for Q3 will now include the North Service Delivery Area and some West Service Delivery Area Local Senior Officer Areas.	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. Prevention & Protection staff are currently working with the National Fire Chiefs Council with regards to UK national competency frameworks particularly relating to fire safety enforcement.	P&P
WD 16	Balmoral Bar Implementation Group established to deliver the Balmoral Bar Action Plan.	Green	The Balmoral Bar Implementation Group is now closed. The closing report was agreed by the Strategic Leadership Team and will now be presented to the Board.	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.	Amber	A Strategic Plan Working Group has been established and will meet monthly. Board Champions have been identified and initial meetings held. During a SLT/ SMT Workshop in September proposals were made to delay the publication of the Strategic Plan until October 2019 due to a variety of influential factors and uncertainty in our operating environment. Following support from the Strategic Leadership Team, the Board will be asked to agree to a delay in the publication of Strategic Plan 2019-22 at their next meeting in October 2018. If timeline changes are agreed this action will extend beyond this report year.	SPPC
GSR 2	Strengthen performance management arrangements to align with the requirements of the Performance Management Framework (PMF).	Green	Revisions to the Performance Management Framework Indicators have been finalised and the document published. The Board and Service Delivery Committee have received the Quarter 1 report using the new framework. Automated Service Delivery Area Performance Reports are also being developed. These will be standardised across all three Service Delivery Areas. The national public service reform board Outcomes Evidence and Performance Board will consider a paper on developing performance management in partnerships in support of the reform agenda in December. This should form the context in which SFRS will work with partners to jointly evolve performance management and supporting indicators.	SPPC
GSR 3	Prepare a Sustainability Framework.	Green	Preliminary research has been conducted and a cross-representative Sustainability Framework Working Group has been established. This group met mid-October and development of the Framework has now begun.	SPPC
GSR 4	Develop and implement a Service Improvement Programme.	Green	The Service Improvement (SI) Programme 2018-19 has been endorsed by the Strategic Leadership Team, however, due to Service requirements and changing timescales related to other projects, timescales for key projects within the plan have moved. This has been reported to the Corporate Assurance Board. Ongoing partnership working is taking place with the Transformation Programme Office and will be strengthened by a workshop facilitated by SI in October 18 and an ongoing project to assist them in 'Meeting the Needs of their Customers'. The Service Improvement Assessors team is expanding through self-referral, and the SI team continue to engage with them on an ongoing basis to manage the delivery of the SI Programme.	SPPC
GSR 5	Continue to develop and strengthen our Board governance arrangements.	Green	Continued progress is being made against all milestones with the Board Induction Programme now successfully delivered and receiving positive feedback. Awaiting outcome of a business case in relation to a new Board platform. A new SharePoint site to improve Board member effectiveness and give easier access to key pieces of information has been introduced. A further paper was submitted to the Integrated Governance Committee in October 2018 highlighting improved assurance levels against Principles 1 & 2. A Board Support Team Action Log has also been created to track and monitor progress in relation to improving Board effectiveness.	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.	Green	The annual accounts process is now drawing to an end with a clean audit report. Monitoring continues and cost pressures are being managed. Risk is being appropriately managed.	FCS
GSR 7	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Amber	Business continuity planning is continuing. It is becoming apparent that we need to invest more resource in this area and a business case is being considered for this purpose.	FCS
GSR 8	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Green	Progress with this action has been challenging, however, with the appointment of the new Sustainability Manager, Environmental Officer and Energy & Carbon Management Officer posts, we now have a fully functioning Environmental and Sustainability Team. These new post holders are now in the process of reviewing and assessing our plans and strategies.	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 but there has been minor slippage on timescales due to external assessment. Cyber Essentials Plus accreditation will still be achieved within the planned timescale.	FCS
GSR 10	Raise awareness of and strengthen business processes enhancing overall systems of control.	Amber	A Business Process Review of Asset Management has been completed as planned, with recommendations being addressed. A further review of Human Resource 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	Progress is being made and the inventory of artefacts is progressing steadily. Work on planning the museum layout is also progressing with engagement with the design company, Studio SP, 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	Analysis of the Information Asset Register is ongoing and more additions are being made as further discussions with directorates/functions occur. Slight delay with ICT in relation to incorporating breach notification into Helpdesk for ease of reporting. Further email sent out to relevant parties to chase information on current sharing arrangements and Information Sharing Protocols (ISP) to assist in developing the full inventory. A number of new ISPs are also being developed to ensure compliance with GDPR.	SPPC
GSR 13	Implement the recommendations of the Legal Services Review.	Green	In line with Legal Services Review, a Head of Governance role is in the process of being recruited. Thereafter, the two Senior Solicitors will be recruited.	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 is complete in Retained Duty System and wholetime stations.	FCS
T 2	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Amber	The overall position with procurement is improving with new people joining the team this month and more planned over coming months. The team is at the early stage of formation and over the coming months we should start to see improvement on workplans. A new Procurement Strategy has been drafted.	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 Facilities Management Project is in its final stages for award, with the new contract due to go live in February 19. The capital plans are progressing well with all of the Rapid Response Units on target and three already operational in the North. The new SFRS standard 18t Rescue Pumps are now progressing down the production lines, with all 32 planned for delivery by December 18. The first appliance was delivered last week and will be going through its Type Approval Tests at Millbrook Testing Ground next week.	FCS

## Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 4	Enhance Service Improvement guidance to support process review/redesign.	Green	The Service Improvement Team have a skeleton framework in place for this guidance and have now attended Lean Process Improvement training which will assist them in finalising the guidance before engagement on the draft framework.	SPPC
T 5	Conduct a comprehensive consultation on our Transformation Plan proposals.	Amber	The draft analysis of the consultation response was presented to the Board at the September Strategy Day by Professor James Mitchel of The University of Edinburgh. A final written report will be presented to the Service by Professor Mitchel and presented to a suitable Board meeting.	SPPC
T 6	Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.	Green	Rapid Response Unit implementation timelines have all been met and supporting policies are now live to support the initial deployment of these appliances. Water rescue resources and Foul Weather Personal Protective Equipment is also being further developed to support Service Redesign.	R&R