



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Annual Operating Plan 2018/19

Quarter 3 Progress Report

Executive Summary

During this quarter and following substantial analysis of the transformation consultation results, a final report was submitted to the Board in November and subsequently published internally and externally in December 2018. Work now continues on a High Level Plan for Transformation.

The results of the staff survey have now been analysed, with national and local reports due for publication in January 2019. More than 2,100 staff members responded and a series of workshops will also be conducted in Q4 to provide staff with a further opportunity to get involved and help ensure that the results lead to action.

The Workforce and Strategic Resourcing Plan 2018-21 has been approved, and 105 wholetime trainees graduated and have been posted to stations.

Work continues to develop the Strategic Plan 2019-22 for publication in October 2019, with the current focus being on the comprehensive review of the existing Plan.

Steady progress is being made to implement a Performance Management System.

Following a G-Cloud shortlisting exercise, a preferred supplier has been identified and it is anticipated that the procurement award will be made by the end of January 2019.

In October 2018, the 2017/18 Annual Accounts were signed off and received a clean audit certificate.

This quarter has also seen the Director of Prevention and Protection facilitate two Grenfell Seminars which have outlined the challenges of attending such an incident, the issues that are presented post incident, both in a legal and personnel sense, and preparations required to manage both elements. These have been extremely well received and, as a result, more will be run.

As Brexit negotiations continue, work has commenced by Response & Resilience to review Directorate workstreams and assess the risks to SFRS as a consequence of Britain's upcoming exit from the European Union.

Work to develop the Scottish Capability Assurance Support System (SCASS) has been put on hold due to capacity and competing priorities in respect to the ICT Department.

This has led to this action moving from AMBER to RED RAG status.

Although some progress has been made on the Service Improvement Guidance to support process review/redesign, it is unlikely that this will be completed within the calendar year and, as such, this action has been given a RED RAG status.

Annual Health and Safety Plans are in place to promote collective legislative compliance whilst recognising the different needs of Directorates and Service Delivery Areas. Although the Health and Safety function 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% complete, 6% on target, 10% one month overdue, 60% over one month overdue, 6% not yet started, and 1% postponed until 2019/20) means that there needs to be increased attention in this area of work. This position is indicated by a RED RAG status.

Progress on the development of an in-house Health and Safety Management System is also indicated with a RED RAG status as firewall issues have delayed progression of live system testing.

RAG Score Summary

Green  **53% (25 out of 47 actions)**

Action on target. Milestones progressing as expected.

Amber  **38% (18 out of 47 actions)**

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

Red  **9% (4 out of 47 actions)**

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

Directors' Summaries

Prevention and Protection

Following discussions with Service Delivery and other stakeholders, the Director of Prevention & Protection has commissioned a full review of the Fire Safety Enforcement function. This review will begin in Q4 and should conclude in Q1 of the next financial year.

The Director has now facilitated two Grenfell Seminars which have outlined the challenges of attending such an incident, the issues that are presented post incident, both in a legal and personnel sense, and preparations required to manage both elements. These have been extremely well received and it is intended that more seminars are run.

We have now agreed to second a member of staff into the Scottish Government Fire Unit to support policy production and joint working. Agreement has also been made to assist Scottish Government's Building Standards Division in redrafting the Scottish Building Standards.

Response and Resilience

Work has commenced to review Directorate workstreams and assess the risks to SFRS as a consequence of Britain's upcoming exit from the European Union. The DACO is Strategic Lead Officer for SFRS Resilience for EU Exit, representing SFRS at Scottish and UK Level.

The Assistant Chief Officer (ACO) and Deputy ACO attended a Cross Border Wildfire exercise with Northumberland Fire and Rescue.

The Directorate published Bonfire and Hogmanay Period National Event Plans for 2018. The Director initiated a task and finish group to debrief the festive period availability and propose improvements.

Initiation of a Tactical Availability Group has been established to support operational staffing availability.

Within the Command and Control Futures (CCF) Project, all Factory Acceptance Tests have been completed to date. All necessary hardware has been delivered and installation is ongoing. User training will begin to be delivered from mid-February.

The Operational Intelligence System has been deployed across Scotland with hardware fitment completed in the East Service Delivery Area (SDA), West mainland locations and a schedule is in place for the remainder of North SDA. Integration with the mobilising system is in scope of the CCF and Emergency Services Network Projects.

The Museum of Fire layout plans are with the ACO for final sign off and provision is being made in the 2019/20 Capital Plan for its completion.

The ACO hosted a national Operational Assurance Seminar to further support firefighter safety.

People and Organisational Development

The Workforce and Strategic Resourcing Plan 2018-21 has been approved. 105 wholtime trainees graduated in Q3 and have been posted to stations. 60 trainees start in Q4 and a recruitment campaign is also planned for 2019. Positive Action initiatives will be held in support of this.

Standardisation of wholtime firefighter terms and conditions will be fully implemented in early Q4. Proposals for Retained Duty System terms and conditions will be issued to Trade Unions in Q4 with the view of implementation in Q1 and Q2 (2019/20). 2018/19 pay awards for all staff have been agreed and implemented, and the uniformed award will be in Q4.

The staff survey results analysis is complete. The reports are due to be published in January 2019 and workshops will be conducted in Q4.

A new counselling provider of mental, wellbeing and physio services targeting musculoskeletal issues will be introduced in Q4.

The Training and Employee Development review is progressing and will be presented to the Strategic Leadership Team in March. The business plan for the Portlethen refurbishment is in development. The first trainees into Newbridge will be in 2019/20 Q2.

Finance and Contractual Services

Work continues to progress well against all objectives.

The 2017/18 Annual Accounts were signed off in October and received a clean audit certificate.

The Procurement team is now fully in place and work is progressing well with outstanding projects.

Harmonised terms and conditions have been implemented within the HR/Payroll system for uniformed personnel.

The Capital Programme is progressing well, including various ICT projects, although some areas remain challenging.

The Environmental team is now in place and progressing work in this area.

Strategic Planning, Performance and Communications

Following substantial analysis of the transformation consultation results, a final report was submitted to the Board in November and subsequently published internally and externally in December 2018. Work now continues on a High Level Plan for Transformation.

Work continues to develop the Strategic Plan 2019-22 for publication in October 2019, with the current focus being on the comprehensive review of the existing Plan. Steady progress is being made to implement a Performance Management System. Following a G-Cloud shortlisting exercise, a preferred supplier has been identified and it is anticipated that the procurement award will be made by the end of January 2019.

Work on the Sustainability Framework has been delayed due to limited information being received by members of the Working Group. A meeting is scheduled to progress this further.

Although some progress has been made on the Service Improvement Guidance to support process review/redesign, it is unlikely that this will be completed within the calendar year and, as such, this action has been given a RED RAG status.

Strategic Priority - Improved Local Outcomes

Ref	Action	RAG	Commentary	Function
ILO 1	Develop Prevention and Protection Evaluation Policy and associated processes.	Amber	Feedback from pilot projects, the Consultation, Research and Evaluation Officers Group (CREO) of Fire and Rescue Services, the Directorate Management Team (DMT) and the Service Delivery Committee (SDC) has been incorporated into the draft documents. A final review of documentation is underway prior to formal consultation. Some slippage on timescales has resulted from required meeting (CREO, DMT and SDC) timetabling but this should be recovered in Q4 where a consultation and implementation process is scheduled.	P&P
ILO 2	Develop risk rating methodology for Fire Safety Enforcement.	Amber	Responses have been collated from 12 other fire and rescue services, of which three have been contacted for further information. A number of services are also reviewing their own risk rating methodology at this time and were unable to provide any information at present. Two visits to services in order to further investigate the risk based approach in relation to future audit dates (if applicable) are planned. On conclusion of selected service visits, a report will be prepared which analyses the different approaches and the risk rating methodology which is being utilised. On completion of the report and proposed approach, commencement of the consultation process will begin.	P&P
ILO 3	Design and implement revised Fire Investigation Delivery Model.	Amber	The Fire Investigation resource restructure proposal has been reviewed and it will be resubmitted in Q4 to the Strategic Leadership Team. The review now reflects the demands on Fire Investigation and makes recommendations to retain rather than reduce Fire Investigation resource. Work to implement projects and deliver on project outcomes continues to improve Fire Investigation service delivery. Fire Investigation will continue to strive to meet the ISO requirements of the 17020 standard, although work across these areas has been hampered by demand on the Fire Investigation teams and their management. The review of policy, procedure and practices is continuing. Unit auditing scheduled for Q4 (cancelled in Q3) will furnish a gap analysis to inform future work.	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	Direction from the Strategic Leadership Team was to focus on Common Duty System improvements with work on Flexi-Duty Manager (FDM) policies and procedures being de-prioritised. Despite this, considerable improvement has been made in supporting and improving the administration of FDM matters.	R&R
NCR 2	Develop and implement a Warm Zone response for Marauding Terrorist Firearms Attack (MTFA) Incidents.	Amber	With negotiations still ongoing, no progress has been made in regards to the development of SFRS response to a terrorist 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.	Amber	All Mass Decontamination (MD) Stations across Scotland have been issued with new Powered Respiratory Protective Suits (PRPS) together with 100% reserve stock. Work remains on-going to identify gaps in equipment provision and operational readiness. A gap analysis is in progress to identify shortfalls in area trainers for MD and PRPS instructors. Courses have been set for Chemical, Biological, Radiological and Nuclear (CBRN) Commander Course training, with Tactical training being held in February and Strategic training planned for March 2019. CBRN documents remain in initial draft form and await publication of lead SFRS documents.	R&R
NCR 4	Continue to develop the Scottish Capability Assurance Support System (SCASS) and implement a pilot of the system.	Red	All work currently on SCASS is on hold due to capacity and competing priorities in respect to the ICT Department. The pilot site has been populated with data to provide realistic representation of key SFRS resources and a small number of other agencies have some data recorded on the site. Further exploration to be undertaken to establish time frames for delivery from ICT.	R&R
NCR 5	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Amber	Significant work is ongoing at a national level to implement ESN, but definitive timescales are still not available from the Home Office project team. Most infrastructure for Scotland is currently being deployed and significant network testing is being undertaken on a tri-service approach. In-vehicle solutions are currently being developed but, as yet, no end product is available for evaluation. The SFRS project team are fully involved in incremental testing that will be carried out, and senior management remain committed to this project through the ESN Project Board.	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	<p>Factory Acceptance Testing has been completed, all necessary hardware has been delivered into the Service and installation is ongoing.</p> <p>Network infrastructure is currently being installed with data centres scheduled to come live fully connected to the Wide Area Network and telephony system towards the end of February.</p> <p>Version 14 of Technical Design Specification (TDS) has been agreed between Command and Controls Future Team (CCF) and Systel and awaits sign off by ICT. The TDS continues to undergo review by the CCF Team and Systel, correspondence has been shared with the Systel CEO requesting adequate resource to allow this process to be finalised.</p> <p>The CCF Team remain available to input as necessary to the Functional Design Specification.</p>	R&R
MR 2	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Green	<p>Demand for the staffing team has been exceptionally high during this period, with strategic scrutiny enhanced. The team has been collaborating with a range of directorates as well as the representative bodies on standardisation of terms and conditions, including detached duties and time off in lieu.</p>	R&R
MR 3	Ensure Firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Green	<p>The Operational Intelligence System (OIS) has been deployed across Scotland with hardware fitment completed in the East Service Delivery Area (SDA), West mainland locations and a schedule is in place for remainder of North SDA.</p> <p>All new appliance and specialist builds are being fitted with hardware including Rapid Response Units.</p> <p>The integration of OIS with the mobilising system is in scope of the Command and Control Futures Project and also the Emergency Service Network project.</p> <p>A Service wide user group is currently being developed to help embed this process and to provide additional support and training.</p>	R&R
MR 4	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Green	<p>Staff engagement is a key priority for the Operational Assurance (OA) function and various mainstreaming activities have taken place including meetings with Local Senior Officer management teams, and also a national seminar for all Flexi Duty Managers.</p> <p>The OA Sub Group and Regional Implementation Groups continue to progress well and are now making a significant impact on firefighter safety across all platforms. Debriefs for several significant operational incidents and events have been completed and all key learning promulgated via OA governance routes for progression.</p> <p>The OA team has developed a bespoke OA process to identify learning from the roll out of Rapid Response Units and this is working well.</p>	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.	Amber	The Newbridge Capital Project remains ongoing with steady progress being made. As the construction is now being delivered in a single phase, as opposed to the initial two-phase plan, the current indications are Training and Employee Development will gain limited access late in Q4 with the site now being scheduled for completion at the end of Q1 2019/20. Final staffing models are currently being developed.	POD
WD 2	Conduct an internal review of the Trainee and Employee Development Function.	Amber	Initial external and internal consultation, information gathering and benchmarking is now complete. Project leads are working towards completion of draft reports in line with the project terms of reference.	POD
WD 3	Introduce of Flexi Duty Managers (FDM) Training for Operational Competence Framework (TiOC) - Year 1 of 3 Programme.	Green	The Learning and E-Development Team continue to develop modules in line with Service need and align to the programme modules agreed. In Q3, the Command Support module went live and Data Protection and Information Security and Partner Agencies & Local Authorities (JESIP) modules are being developed.	POD
WD 4	Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme.	Green	In Q3, 105 trainees completed the Foundation Programme and graduated in December 2018. A further Foundation Programme is scheduled to commence, with 60 participants, on 28 January 2019.	POD
WD 5	Roll out the Learning and Development Framework.	Green	The 2018 National Fire Chiefs Council Executive Leadership Development Programme is complete and three staff members are scheduled to attend the 2019 Programme. Implementation of the first Strategic and second Supervisory Leadership Development Programmes continue. Development of the Middle Manager Leadership Development Programme is underway. Planning for 2019/20 Learning & Development Framework implementation has commenced.	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	Local Retained Duty System recruitment continues and support staff vacancies are being managed as previously reported. The Workforce and Strategic Resourcing Plan 2018-21 has been approved by the Strategic Leadership Team and the Resource Plan 2019 is currently being reviewed. This will consider campaigns at Area Manager, Group Manager, and Firefighter level and also include a geographical campaign which will cover the roles from Crew Manager to Station Manager for specific areas in the North Service Delivery Area. A new recruitment process is being piloted and discussed at the front-end user group sessions.	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 and discussions have commenced with the representative bodies on the review of the impact of the new terms and conditions. The development of proposals to standardise Retained Duty System terms and conditions is almost complete and will be issued to the representative bodies in Q4.	POD
WD 8	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Green	SFRS has been confirmed as a training provider for the Firefighter Modern Apprenticeship and funding contribution levels have been provided. Plans are being developed to carry out Positive Action initiatives in support of the firefighter recruitment campaign.	POD
WD 9	Ensure compliance with employment legislation and the application of efficient working practices.	Green	A review of the consultation flowchart has taken place and the intention is to issue this out for publication in January. The Policy Forward Planning Schedule was reviewed for 2018 and outstanding policies and procedures have been brought forward to 2019. Due to the volume of amendments regarding the Special Leave Policy, this will go back to the Staff Governance Committee for final approval. Work commenced with the iESE business process consultants in the area of resourcing. The first user focus group has taken place and we have received excellent feedback. More focus groups will be run in January. The feedback will be used to improve recruitment and selection policy, procedure plus the internet pages.	POD
WD 10	Develop, implement and embed SFRS mental health and wellbeing arrangements.	Amber	A counselling provider will be in place in February 2019. A post incident support exercise will progress in Q4 following the User Intelligence Group outcome that is expected in January 2019.	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	A Lifestyle Report has been devised and will be presented to National Health & Safety Board in Q4. Engagement surrounding physiotherapy provision will continue into Q4.	POD
WD 12	Develop and facilitate the completion of the SFRS and Directorate Health and Safety Improvement Plans.	Red	The Health and Safety Department continues to engage with business partners to assist in the completion of their annual Health and Safety improvement plan. Due to continuing competing work demands, progress against agreed actions is limited. The current status of the SFRS plan in Q3 is as follows: 17% complete, 6% on target, 10% one month overdue, 60% over one month overdue, 6% not yet started, and 1% postponed until 2019/20.	POD
WD 13	Develop proposals to determine and enhance the safety culture within SFRS.	Green	The Management of Risk Framework has been progressed through the governance route and was approved by the Strategic Leadership Team in November. The Head of Health, Safety and Wellbeing and Health & Safety Manager are currently considering options for implementation. Implementation will commence in 2019-20.	POD
WD 14	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Red	Firewall issues have delayed the progression of live system testing, LCMS module development and training and launch date. Most of these actions are now scheduled for Q4.	POD
WD 15	Produce Prevention and Protection (P&P) Competency Framework.	Amber	This action will be incorporated into a wider review of Prevention & Protection structures and will be carried forward into the 2019/20 Annual Operating Plan.	P&P
WD 16	Balmoral Bar Implementation Group established to deliver the Balmoral Bar Action Plan.	Green	The Balmoral Bar Implementation Group is 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	<p>The Strategic Leadership Team and the Board have agreed to postpone the publication of a new Strategic Plan until October 2019. The Minister has been advised of this move and is in support of the decision.</p> <p>Good progress is being made against the revised timelines. A SWOT and PESTLE analysis of the current operating environment has been carried out together with a review of relevant information to support the review of the Strategic Plan 2016-19.</p>	SPPC
GSR 2	Strengthen performance management arrangements to align with the requirements of the Performance Management Framework (PMF).	Green	<p>Steady progress is being made to introduce a Performance Management System by Spring 2019. During December, three potential suppliers were identified via a G-Cloud Framework shortlisting exercise. Following demonstrations a preferred supplier has been chosen. It is anticipated that a procurement contract will be awarded by the end of January 2019.</p> <p>During December, the national public service board Outcomes Evidence and Performance Board agreed a paper by the SPPC Director on improving performance management in partnerships. The Evidence, Outcomes and Performance group will now take the agreed developments forward as part of its work plan for the year ahead.</p>	SPPC
GSR 3	Prepare a Sustainability Framework.	Amber	<p>A cross-directorate working group to progress the Sustainability Framework has been established. At this time, however, limited information has been supplied by representatives on the working group delaying the progress of this action. A further meeting is scheduled to progress this work.</p>	SPPC
GSR 4	Develop and implement a Service Improvement Programme.	Green	<p>The interim Service Improvement Programme 2018-19 is being implemented and Service requirements met. The implementation of this interim programme has been very demanding due to the high level of flexibility required to meet changing requirements.</p> <p>Lessons learned from this interim year will be encompassed into the final two years of the programme which, following significant engagement, is now in draft form and is expected to be presented to the Corporate Assurance Board on 14 February 2019.</p>	SPPC
GSR 5	Continue to develop and strengthen our Board governance arrangements.	Green	<p>A SFRS Board Induction Guidance Note has been developed to provide clear processes for Board Member Inductions in the future.</p> <p>A Board SharePoint site has been developed by the Board Support Team and is in use. Further development will be needed following the Office 365 migration to develop a dedicated Board Member platform internally with ICT support. A further paper was submitted to the Integrated Governance Committee in January 2019 highlighting improved assurance levels against Principles 3 & 4.</p> <p>The Board Support Team Action Log is working well to track and monitor progress in relation to improving overall Board effectiveness.</p>	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	Annual Accounts have been approved and completed. The monthly monitoring shows improvement in the financial position and the agreed funding from Scottish Government gives clarity for next years' budget. The Strategic Risk Register has been updated.	FCS
GSR 7	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Amber	There is greater acceptance of approach but resources remain challenging. The concerns over Brexit has given fresh impetus to contingency planning.	FCS
GSR 8	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Green	As per update in Q2 the environmental structure has now been completed, however, unplanned absence is impacting on the progress of this section. In addition, the team continues to make progress against the action plans and milestones associated with this section.	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 by the end of March 2019.	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 is ongoing	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.	Green	Construction of the Edinburgh site is progressing well and layout plans are with the Assistant Chief Officer for final sign off.	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	Work is ongoing to fully support compliance. A variety of Prevention and Protection polices are currently being amended to reflect GDPR and a privacy leaflet was printed to provide to the public after a Home Fire Safety Visit. Meetings in local areas will allow us to fill in gaps and highlight any data sharing issues.	SPPC
GSR 13	Implement the recommendations of the Legal Services Review.	Green	The structure and finance for the Legal Team has been agreed by the Strategic Leadership Team and Finance. The creation of relevant posts is ongoing and recruitment will take place thereafter.	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.	Amber	A few major business projects have not started and a number of others are at amber status in terms of timescale.	FCS
T 2	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Green	The position within procurement remains positive with additional resources now impacting the workplan and close to a full team. The Procurement Strategy and Annual Procurement Report were approved by the Board.	FCS
T 3	Proactively manage our asset base and target investment where it delivers best value.	Amber	As per the update in Q2, key projects are progressing on schedule. The West Asset Resource Centre project has run into some difficulties with regards to the contamination of the site. Further investigations are ongoing. The Soft Facilities Management contract has been awarded to Sodexo with an implementation date of 1 March 2019. Rapid Response Unit delivery schedule is now in the final stages for delivery of all 40 units. The Rescue Pump contract is moving at a pace with the first seven appliances from the 32 builds arriving w/c 21 January 2019 with a completion date of the end of Q4. The first appliance was successfully tested at Millbrook testing ground in December 2018.	FCS

Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 4	Enhance Service Improvement guidance to support process review/redesign.	Red	Due to the renewed focus on the Service Review Guidance, which dovetails into both Transformation and Financial Guidance, although some progress has been made on the Process Review/Redesign Guidance, it is unlikely that this will be completed within the calendar year.	SPPC
T 5	Conduct a comprehensive consultation on our Transformation Plan proposals.	Green	This action is complete. The detailed results from the consultation, prepared by the University of Edinburgh, in a final report, were considered at a Board meeting on 29 November 2018; the final report was subsequently emailed to all staff and published on iHub and the SFRS website. Prior to the publication of the report, managers were invited to attend a series of information sessions hosted by the Chief and Chair, and provided with information to support engagement across the Service. Work now continues on the development of a High Level Plan for transformation.	SPPC
T 6	Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.	Green	Rapid Response Units continue to be rolled out across Scotland and additional supporting policy and mobilising documents have been produced to support this. Foul Weather Personal Protective Equipment has now been deployed across Scotland to assist in responding to severe weather conditions. Command Support Units have been standardised across SFRS to ensure connectivity with Incident Support Rooms and in preparation for integration with the new mobilising system. User Intelligence Groups have been developed for high reach appliances and work continues with the Out of Hospital Cardiac Arrest Project to ensure preparations for the roll out are in place when required.	R&R