



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Annual Operating Plan 2018/19

Quarter 4 Progress Report

Executive Summary

The Annual Operating Plan 2018/19 identified 47 actions to be progressed throughout the year. At the end of the last quarter of 2018/19, eight actions are marked as complete. 37 actions have been carried forward to the Extended Annual Operating Plan, four of which have now been superseded by new actions in the Extended Annual Operating Plan. Of the 27 actions that have been carried forward, two of these have been indicated by a RED rag status. More information about each of these actions is contained within this report and their status has been clearly marked at the beginning of each commentary update.

As a summary of progress for Quarter 4, significant progress was made in the development of the Draft Strategic Plan 2019 – 22. A Review Report of the 2016-19 Strategic Plan was submitted to the Board and the evidence from this report was used to inform the draft Strategic Plan 2019-22. The Board will approve the content of the draft Plan prior to its release for consultation.

The Quarter also saw the award of the procurement contract to our new Performance Management System provider, InPhase.

Implementation of uniform terms and conditions is nearing completion and the final negotiations on the proposals to standardise the Retained Duty System terms and conditions are underway.

Following analysis of the staff survey, action plans were developed to take identified areas of improvement forward. A SFRS Counselling Service was also launched in March to support our staff.

Preparation plans to leave the EU are still the priority within Response and Resilience and this has impacted on many existing workstreams. It should be noted, however, that significant progress has been made within the Operational Assurance Team who continue to support internal risk holders to reduce outstanding actions.

The relocation of the main seat of East Service Delivery Area centralised training to Newbridge has experienced an unforeseen delay in securing a permanent power supply at the site. This has impacted upon the building schedule and will result in an overall project delay. Resolution of the issue lies with a third party and a timescales for resolution is unknown - indicated by a red RAG status.

Health and Safety staff continue to engage with business partners to progress the completion of the SFRS and Directorate Health and Safety Improvement Plans, however, only 21% of actions from 2018/19 Plans are complete – due to the importance of this it has been indicated by a red RAG status.

RAG Score Summary

Green  19% (9 out of 47 actions)

Complete

Amber  77% (36 out of 47 actions)

Part Complete. Being carried forward to the Extended Annual Operating Plan

Red  4% (2 out of 47 actions)

Not complete. Being carried forward to Extended Annual Operating Plan but risk in delivery identified.

Directors' Summaries

Prevention and Protection

Work is progressing well in Quarter 4 and following initial scoping work, the Director of Prevention and Protection has widened the terms of reference for the review of Fire Safety Enforcement to include all Prevention and Protection functions. Service Improvement colleagues will commence this work in Quarter 1 2019/20 with a review of Directorate governance.

Directorate personnel continue to focus on implementing the recommendations of the Ministerial Working Group with the White Goods Campaign now underway and due to conclude in Quarter 1.

Prevention and Protection have also secured Scottish Government funding to support the provision of increased levels of detection within domestic premises and work has commenced to facilitate the procurement contracts required to meet the new standards.

Response and Resilience

The Operational Intelligence project is progressing well with the roll out mainly complete on the mainland. The issues identified relating to the Her Majesty's Fire Service Inspectorate report and subsequent action plan continue to be progressed well. EU-Exit planning, preparation and consequence management continue to take priority within the Directorate workstreams with regular meetings taking place at a strategic and tactical level.

In relation to the Command and Controls Futures Project (CCF), a new project manager has been successfully recruited following the retirement of the previous manager. The User Acceptance Test Site has been established and hardware installed. Technical Design Specification work is complete from an SFRS perspective with the only outstanding issues relating to third party inter-dependencies such as Airwave, 3TC and Emergency Services Network.

The Operational Assurance Team continues to support internal risk holders for the purpose of reducing outstanding actions, and significant progress has been made in this area. A new electronic template has been designed to improve the efficiency of capturing and analysing data from station audit returns, and is currently at 'final test' stage.

Finance and Contractual Services

Work has progressed well during the final quarter of the year with approximately 80% of milestones fully complete. Of the actions marked as AMBER many are close to completion, with a significant amount of work already undertaken by teams within the Directorate to progress these actions. There are no significant delivery issues/risks and these projects are now carried forward into the Extended Annual Operating Plan covering the period up to 30 September 2019.

People and Organisational Development

Year One of the Flexi Duty Managers Training for Operational Competence Framework has been implemented, as has the roll out of the Learning and Development Framework. The Training and Employee Development training review continues and the draft report is now complete. There has, however, been an unforeseen delay in completion of Newbridge Training Centre - noted by a RED RAG status.

Recruitment processes are being reviewed to ensure they are consistent, fair and transparent. Female only recruitment events have been held in advance of the recruitment campaign, attended by over 160 women.

Proposals to standardise the Retained Duty System Terms and Conditions were issued, final negotiations are underway. The Gender Pay Gap Report has been approved by the Board for publication in Quarter 1 2019/20.

Proposals for Management of Risk at Operational Incidents will be progressed in 2019-20. SFRS Counselling Services launched in March 2019 will be followed by the procurement of Post Incident Support Services in 2019/20. Delivery of the Think Act Stay Safe electronic Event Reporting Module has been delayed until Quarter 1 2019/20 but progress has still been made on the delivery of skype training sessions on the system and a LCMS module and training guide has been developed.

Work on SFRS/Directorate Health and Safety Improvement plans is ongoing: 21% complete, 3% 1 month overdue, 70% over 1 month overdue, 6% not started - this lack of progress is indicated by a RED RAG status.

Strategic Planning, Performance and Communications

The Strategic Plan 2016-19 Review Report was presented to the Board in March 2019. Using the evidence from the Review Report, a draft Strategic Plan 2019-22 has also been prepared and submitted to SLT. The Board will approve the content of the draft Plan prior to its release for a 10-week consultation exercise beginning in May 2019.

The Service Improvement Programme 2019-21 was accepted by the Corporate Assurance Board and is now being implemented.

The annual governance review of Board committees has also been completed and will be presented to the Board in April 2019. Arrangements to protect personal data have been completed and the development of Information Sharing Protocols continues.

During this Quarter, the contract for our new Performance Management System was awarded to InPhase. Initial training has been provided to members of the Data Services and Strategic Planning Team who will work to build the system to SFRS requirements over the next year.

The new Head of Corporate Governance is now in post and work continues to secure an appropriate Legal Services structure and supporting arrangements

Strategic Priority - Improved Local Outcomes

Ref	Action	RAG	Commentary	Function
ILO 1	Develop Prevention and Protection Evaluation Policy and associated processes.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Formal consultation of the policy closed in March with submissions reviewed and documents amended where appropriate.</p> <p>An equality impact assessment has been completed and will be submitted to the Strategic Leadership Team in April. Service wide training will be provided through Community Safety Continuous Professional Development events with the first of these scheduled for the North Service Delivery Area in April. This will be supported through the National Prevention and Protection Managers meeting and the availability of a Directorate Evaluation Officer.</p> <p>The Policy is now scheduled to go live in early May with outstanding actions carried over to the Extended Annual Operation Plan.</p>	P&P
ILO 2	Develop risk rating methodology for Fire Safety Enforcement.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>No further progress has been made at this time due to competing priorities including the ongoing investigation with Cameron House, competency and training for Fire Safety Enforcement Officers and Unwanted Fire Alarm Signals which has reduced the capacity within the section.</p> <p>Scoping work for the Scottish Government has also utilised spare capacity.</p> <p>This will now be carried forward to the Extended Annual Operating Plan with a view to progress and complete this work by December 2019.</p>	P&P
ILO 3	Design and implement revised Fire Investigation Delivery Model.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>The Fire Investigation resource restructure proposal has been accepted by the Strategic Leadership Team. Project work is continuing to address standardisation issues across all three units and expand the role of Fire Investigation.</p> <p>Unit auditing is complete and findings will furnish a gap analysis to identify the necessary actions required to meet the ISO 17020 standard. This will continue throughout 2019/20 towards the October 2020 deadline. The Fire Investigation Procedure has been reviewed and published, and the policy and working arrangements review is in progress.</p>	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.	Amber	*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP* Review of Flexi Duty Manager processes and procedures is mostly complete. However, the staffing policy review is still underway and will now be undertaken as part of business as usual. Duty Manager and Flexi Duty Manager policy review work is ongoing and is part of the Task & Finish group established to support work of the Tactical Availability Group (TAG) monitoring staffing in addition to the staff governance board.	R&R
NCR 2	Develop and implement a Warm Zone response for Marauding Terrorist Attack (MTA) Incidents.	Amber	*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP* With negotiations still ongoing, no further progress has been made in regards to the development of Scottish Fire and Rescue Service's 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	*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP* A gap analysis has been completed for the availability of mass decontamination (MD) and Powered Respiratory Protective Suits (PRPS) Instructors to meet the needs of identified MD and PRPS support stations across the Service Delivery Areas. A total of five strategic CBRN commanders and eight tactical CBRN commanders have been trained in a multi-agency environment by the National CBRN Centre. 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.	Amber	*SUPERSEDED BY NEW ACTION NCR4 IN EXTENDED AOP* No work is being undertaken by SFRS ICT to further develop this system. Engagement took place in March with representatives from the National Resilience Assurance Team (NRAT) to obtain access to the current UK national resource mapping system that is currently utilised by all English and Welsh fire and rescue services. In conjunction with this, work will continue to develop the capability and assurance elements of the Community Asset Register in line with the revised Project Plan with ICT and business partners.	R&R
NCR 5	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Amber	*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP* Whilst timescales for the availability and implementation of ESN continue to remain unconfirmed 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 and Resilience are involved in the review of the revised ESMCP Full 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	<p>*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP*</p> <p>A revised timeline for the implementation was agreed by the Project Board in February 2019. quarter 4 has seen a focus on progressing the Functional Design Specification, the interpretive document that translates the Statement of Requirements (SOR) into the build plan that will be prepared by the provider (Systel).</p> <p>An intense programme of workshops during February and March 2019 has allowed 56% of the more than 680 discreet requirements to be closed and progressed. The remainder are forecast to be completed in Quarter 1 2019/2020. The User Acceptance Test site at Hamilton has been completed and provides 13 end-state workstations for testing and training. The Data Centres at Johnstone and Edinburgh, which will support the Wide Area Network, have also been completed and connected.</p>	R&R
MR 2	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Complete	<p>*COMPLETE FOR 2018/19*</p> <p>The Staffing Structure Business Case received Strategic Leadership Team approval in April 2019. Work to recruit and extend the structure awaits evaluation and quality assurance by Human Resources and Organisational Development staff. A pilot system for updating skills was successful in the City of Aberdeen Local Senior Officer area and was extended to the rest of North Service Delivery Area. A programme to extend to all areas of the Service is now underway.</p>	R&R
MR 3	Ensure Firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Amber	<p>*PART OF ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>All legacy data has now been transferred and training packages have been developed for all trainees and incident command assessments.</p> <p>All mainland installations have now been completed and island locations are now being provided with tablets to ensure access to operational intelligence risk information.</p> <p>Legacy systems are now being decommissioned in line with the ICT plan. This process is being carefully managed to ensure all staff are aware of this transition and are suitably trained in the new application.</p> <p>Further development work in relation to early policy review and integration with the Command and Controls Future project continues with a cross-directorate working group established.</p>	R&R
MR 4	Ensure Firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Amber	<p>*PART OF ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>The Operational Assurance team continue to support internal risk holders for the purpose of reducing outstanding actions, and significant progress has been made in this area.</p> <p>The bespoke Operational Assurance processes for Rapid Response Unit mobilisations designed to capture operational learning have proved to be very successful and well received by both operational crews and the project team/board.</p> <p>A wide range of operational 'Frontline Updates' have been published and continue to increase in popularity as an effective platform to share operational learning.</p> <p>A new electronic template has been designed to improve the efficiency of capturing and analysing data from station audit returns, and is currently at 'final test' stage.</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.	Red	<p>*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP*</p> <p>A delay in securing a permanent power supply for the site has resulted in an unforeseen construction delay. Commissioning of training rigs, staff training from Drager and installation of ICT cannot happen until power is installed.</p> <p>Once the technical issues are resolved it is anticipated that power will be made available and access granted to the site approximately six weeks thereafter. Staff training, commissioning and migration onto the site will then be undertaken: the timescale for this is approximately eight weeks (total time frame from resolution of technical issue until commencement of student training on site is approximately 14 weeks).</p>	POD
WD 2	Conduct an internal review of the Trainee and Employee Development Function.	Complete	<p>*COMPLETE FOR 2018/19*</p> <p>The internal review of the Training and Employee Development function has been carried out.</p> <p>An initial draft of the final report has been produced.</p> <p>Consultation will take place with the Strategic Leadership Team to allow for report completion in early Quarter 1 2019/20. Thereafter, a new action has been added to the Extended Annual Operating Plan to progress the implementation of the recommendations from the Report.</p>	POD
WD 3	Introduce of Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 1 of 3 Programme.	Complete	<p>*COMPLETE*</p> <p>All 12 modules have been developed and uploaded in Year One (2018/19).</p> <p>Review of Year One Flexi Duty Manager Training for Operational Competence Framework Programme to be finalised at the end of Quarter 4.</p>	POD
WD 4	Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme.	Complete	<p>*COMPLETE FOR 2018/19*</p> <p>In Quarter 4, 60 trainees commenced the Foundation Programme at the National Training Centre.</p> <p>By the end of the quarter the students had completed nine weeks of the 14 week programme as scheduled.</p>	POD
WD 5	Roll out the Learning and Development Framework.	Complete	<p>*COMPLETE*</p> <p>Launch of the first Strategic Leadership Development Programme (LDP) is complete, delivery of the Supervisory LDP and the Executive LDP has concluded for this year.</p> <p>Additionally, development of the Middle Manager LDP continues building on the Middle Manager Induction Programmes and Middle Manager Recruitment and Selection Panel training implemented across 2018/19.</p> <p>Implementation of the Leadership and Development Framework across 2019/20 will be informed by the ongoing review of programme elements, Service needs, stakeholder engagement and Service-wide training/learning needs analysis.</p>	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	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>A draft Recruitment and Selection Project Plan has been produced and the principles will now be discussed with the Staff Governance Board.</p> <p>Detailed retirement / leavers research is underway, this will enable more effective planning for recruitment and maintenance of skills.</p> <p>Engagement is ongoing with the Programme Board on resourcing requirements with transformation projects. The review of Workforce Planning and Resourcing processes and the support of the Leadership Development Programme will continue into 2019/20.</p>	POD
WD 7	Deliver Pay, Reward and Benefits Frameworks, maintaining harmonious employee relations in accordance with the SFRS Working Together Framework.	Amber	<p>*PART COMPLETE SUPERSEDED BY ACTION WD6 IN EXTENDED AOP*</p> <p>The implementation of the standardised uniformed terms and conditions is nearing completion and consultation is currently underway with the representative bodies and managers on the review of the impact on the new terms and conditions.</p> <p>Formal proposals to standardise Retained Duty System terms and conditions have been issued to the representative bodies and negotiations are nearing a conclusion. Development of an SFRS employee recognition scheme has commenced, which takes account of feedback from the recent Staff Survey related to rewards and benefits and how valued staff feel.</p>	POD
WD 8	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Work continues on the delivery of the Balancing the Workforce Profile Plan. This includes the continued implementation of the Firefighter Modern Apprenticeship scheme. Further process mapping and development work is required in 2019/20 to support this.</p> <p>Positive Action events took place ahead of the opening of the 2019 wholetime firefighter campaign. A long-term Positive Action Strategy/Action Plan is being developed to further progress this area of work. The Gender Pay Gap 2019 report has been presented to the Board and will be published in Quarter 1 2019/20.</p> <p>Action plans have been developed to support the delivery of improvements identified by the Staff Survey.</p>	POD

Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 9	Ensure compliance with employment legislation and the application of efficient working practices.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>The new Policy Consultation Flowchart was published in February 2019. The work surrounding the review of the Special Leave Policy will continue into Quarter 1 2019/20. The work with iESE has now concluded and the outcomes have been incorporated into the Recruitment & Selection Project Plan.</p> <p>The Human Resources Organisational Development Policy forward planning schedule was reviewed in Quarter 4 and presented via governance routes. New policies implemented in Quarter 4 were the Retirement & Re-engagement Policy, ID Cards Policy & Procedure, Exit Interviews Policy and Procedure and an Induction Policy.</p>	POD
WD 10	Develop, implement and embed SFRS mental health and wellbeing arrangements.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>The new counselling service has commenced and a series of mental health resources are available on iHub. Work continues to progress the procurement of the provision of a post incident support service. The draft specification is under development and market engagement is scheduled. Associated documents, including management arrangements and training material, will be finalised following the conclusion of the procurement process.</p>	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.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Standardised fitness improvement plans have been developed and are now in place.</p> <p>A functional movement screen was introduced as part of routine fitness assessments during Quarter 2. The screen aims to ensure those with movement limitations are identified and supported to reduce musculoskeletal injury risk.</p> <p>A lifestyle survey was undertaken in Quarter 3 which has informed the development of targeted interventions to further improve health and fitness outcomes. These focussed on healthy eating, smoking cessation and alcohol consumption.</p> <p>In relation to physiotherapy services, engagement and scoping has continued during the period, however, following a workflow review this work will be undertaken via the Extended Annual Operating Plan.</p>	POD
WD 12	Develop and facilitate the completion of the SFRS and Directorate Health and Safety Improvement Plans.	Red	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Health and Safety staff have engaged with business partners to develop and facilitate the completion of the SFRS and Directorate Improvement Plans.</p> <p>Progress of SFRS and Directorate Annual Health and Safety Plans is as follows: 21% complete, 3% are 1 month overdue, 70% are over 1 month overdue, and 6% are not started.</p> <p>SFRS and Directorate Health and Safety Improvement Plans have been developed and agreed with business partners for 2019-20.</p>	POD
WD 13	Develop proposals to determine and enhance the safety culture within SFRS.	Amber	<p>*SUPERSEDED BY ACTION WD15 IN EXTENDED AOP*</p> <p>Proposals for the implementation of the Management of Risk at Operational Incidents Framework have been developed and will be progressed in 2019-20. A number of proposals, which could be implemented with immediate effect, have been identified and are currently progressing through the governance route. Implementation of the proposals will take place via the Extended Annual Operating Plan.</p>	POD
WD 14	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Amber	<p>*FULL ACTION CARRIED FORWARD TO EXTENDED AOP*</p> <p>A number of ICT issues have now been resolved but this has resulted in the launch of "Event Reporting Module" being delayed until Quarter 1 2019/20.</p> <p>In the meantime, familiarisation sessions have been delivered across SFRS and a LCMS Module and training guide has been developed.</p>	POD
WD 15	Produce Prevention and Protection (P&P) Competency Framework.	Amber	<p>*SUPERSEDED BY ACTION WD4 IN EXTENDED AOP*</p> <p>This action will be superseded by the Training and Employee Development Review project and ongoing National Fire Chief Council workstreams emanating from Grenfell.</p>	P&P
WD 16	Balmoral Bar Implementation Group established to deliver the Balmoral Bar Action Plan.	Complete	<p>*COMPLETE*</p> <p>This action is now closed. The closing report was submitted to the Board in December 2018.</p>	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>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Following the agreed revision of timelines, the Strategic Plan 2016-19 Review Report was presented to the Board in March 2019. The Report was prepared to inform the development of the Strategic Plan 2019-22. Assessment was made on the delivery of the Strategic Plan 2016-19, relevant scrutiny outcomes over that period, and by considering the views and opinions of stakeholders. Using the evidence from the Review Report, a draft Strategic Plan 2019-22 has been prepared and submitted to the Strategic Leadership Team. The Board will approve the content of the draft Plan prior to its release for consultation.</p>	SPPC
GSR 2	Strengthen performance management arrangements to align with the requirements of the Performance Management Framework (PMF).	Amber	<p>*PART COMPLETE. SUPERSEDED BY ACTION GSR4 IN EXTENDED AOP*</p> <p>Following a procurement exercise, InPhase was awarded the contract as provider of our new Performance Management System (PMS). Initial training has been provided to members of the Data Services and Strategic Planning Teams. Work is nearing completion to provide access to the system to designated core users who will work undertake initial set-up of the system. Outstanding milestones of this action will be integrated into the PMS Implementation Plan. The Community Planning Improvement Board (formally the Evidence, Outcomes and Performance Board) is in the process of developing its work plan for 2019/20. Ongoing work on Performance Indicators for partnerships in support of good governance remains a priority for the group.</p>	SPPC
GSR 3	Prepare a Sustainability Framework.	Amber	<p>*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP*</p> <p>A cross-Directorate Working Group has been established. Limited information has been supplied by representatives on the working group. This lack of progress has led to conflicting priorities within the Planning and Performance Team resulting in the action being put on hold in Quarter 4. Progress of this action will continue within the Extended Annual Operating Plan.</p>	SPPC
GSR 4	Develop and implement a Service Improvement Programme.	Complete	<p>*COMPLETE*</p> <p>The Service Improvement Programme 2019/2021 was presented and accepted by the Corporate Assurance Board in February 2019. This programme is now being implemented with a high degree of flexibility to meet Service risks and requirements. A new action has been added to the Extended Annual Operating Plan to monitor progress.</p>	SPPC
GSR 5	Continue to develop and strengthen our Board governance arrangements.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>The SFRS Board Induction Guidance Note developed provides clear processes for Board Member Inductions. The Board SharePoint site is working well. Further development will take place following migration to Office 365. The Integrated Governance Committee was presented with a final paper in March 2019 highlighting improved assurance levels against final Principles 5 & 6. The review of the effectiveness of Governance arrangements will continue into the Extended Annual Operating Plan. A Board member survey was conducted in February 2019 to support their annual development days and access to a Scottish Government Governance Hub has also been secured. The annual governance review of Board and Committees has been completed and will be presented to the Board on 25 April 2019.</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.	Complete	*COMPLETE FOR 2018/19* All milestones have been completed, this includes publication of the Annual Report and Accounts 2017/18, delivery of capital and resource monitoring reports, updates to risk registers and monitoring of financial transactions.	FCS
GSR 7	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Amber	*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP* Directorates are progressing their business continuity plans. The development of these plans will be assured going forward.	FCS
GSR 8	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Amber	*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP* This is progressing well and the full team is working on the Carbon Management Plan. A schedule of board meetings are scheduled from June onwards.	FCS
GSR 9	Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Amber	*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP* Significant progress has been made but there has been some further slippage on timescales due to the workload associated with patching of servers and network equipment. All aspects of the Public Sector Action Plan have been completed with the exception of Cyber Essentials Plus accreditation which is dependent on completion of the patching exercise and is likely to be achieved by June 2019.	FCS
GSR 10	Raise awareness of and strengthen business processes enhancing overall systems of control.	Amber	*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP* 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 completed.	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	*FULL ACTION TO BE CARRIED FORWARD TO EXTENDED AOP* The Project is now progressing well and the action will be monitored via the Extended Annual Operating Plan.	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.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Guidance, e-learning and policies are all available on iHub and the Learning Content Management System.</p> <p>The Information Asset Register has been developed and will now be an ongoing feature for the Service, being updated continually.</p> <p>The Data Breach Procedure is completed.</p> <p>All other documentation including Privacy Impact Assessments and Privacy Notices will become part of business as usual.</p> <p>The development of the full inventory of Information Sharing Protocols will carry forward into the Extended Annual Operating Plan with an anticipated end date of September 19.</p>	SPPC
GSR 13	Implement the recommendations of the Legal Services Review.	Amber	<p>*FULL ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Recruitment of the Senior Solicitor roles is forthcoming with a further temporary Solicitor role to be advertised.</p> <p>The job description for the role of Trainee Solicitors is currently going through job E=evaluation.</p> <p>Work has begun on building an in-house infrastructure, development of the iHub section, and a training plan for client departments. This work will, however, carry forward into the Extended Annual Operating Plan.</p>	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	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>A few major business projects within the ICT Workplan for 2018/19 have not started and a number of others are at amber status in terms of timescale. Continuing projects will carry on into 2019/20.</p> <p>The Modern Desktop rollout recommenced for support and Directorate staff. Expected completion by June 2019.</p>	FCS
T 2	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>The Procurement Team are performing well as a new team, the Personal Protective Equipment review actions have been completed and the teams are focused on agreeing a new 3-year workplan and Procurement and Commercial Improvement Programme actions having completed this years' tender activity.</p>	FCS
T 3	Proactively manage our asset base and target investment where it delivers best value.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Several significant milestones have been completed. The Capital programme was delivered on schedule and within the allocation. The Soft Facilities Management project is now live and is being moved to a business as usual model.</p> <p>The options appraisal for Operations Control at Johnstone has been completed a £1m investment for the refurbishment works within 2019-2020 has been secured.</p> <p>The standard station design work has been completed and we are now consulting with all strategic stakeholders. All of the other projects or business as usual workstreams are progressing well.</p>	FCS

Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 4	Enhance Service Improvement guidance to support process review/redesign.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>As a result of partnership working with the Service Improvement Manager and Scottish Government NHS Education for Scotland (NES), the use of the NES Foundation Skills Training course has been secured for full implementation within the Service.</p> <p>The introduction of this course will provide added value to the Service but will require an additional review of all service improvement LCMS training packages and guidance. Therefore two new milestones have been developed which encompasses this review and introduction of the new training module. This work has been carried forward into the Extended Annual Operating Plan - due for completion by September 2019.</p>	SPPC
T 5	Conduct a comprehensive consultation on our Transformation Plan proposals.	Complete	<p>*COMPLETE*</p> <p>The initial public consultation exercise is complete. A research company - Progressive Research - was appointed in March 2019 to undertake a series of transformation focus groups with staff.</p> <p>Fieldwork will commence in April 2019 with a report being delivered to the Director of Strategic Planning, Performance and Communications in May 2019.</p>	SPPC
T 6	Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.	Amber	<p>*PART COMPLETE. ACTION BEING CARRIED FORWARD TO EXTENDED AOP*</p> <p>Swift water rescue vehicles are currently being deployed alongside dedicated high-reach appliances.</p> <p>Preparations also continue for the Out of Hospital Cardiac Arrest Project.</p>	R&R