



# **Extended Annual Operating Plan 2018/19**

## **Quarter 2 Progress Report**

## Executive Summary

Work has been progressing throughout Quarter 2, with 15% of actions complete and 52% of actions on target. 23% of actions are experiencing some minor slippage on milestones but are still expected to be completed by the end of the financial year. Five actions are indicating a red status.

Although significant work has taken place within the Command and Control Futures Project, a further review of the project timeline has been requested for the October Board leading to a red status. Within Health and Safety, action towards progressing Annual Plans also remains as red as this work is progressing a lot slower than expected. Similarly, implementation of the online Health and Safety Management Information System has experienced some delays, however, it is anticipated that the ICT access issues being experienced will be resolved by December 2019, allowing progression.

Stalled timescales also remain an issue for the development of our warm zone response for Marauding Terrorist Attack. No further progress can be made until agreement is reached with Representative Bodies.

Capacity issues have impacted on some actions this quarter with the following actions experiencing minor slippage as indicated by an amber status: development of a risk rating methodology; delivery of a Chemical, Biological, Radiological; and Nuclear response; preparation of a Sustainability Framework; and the enhancement of Service Improvement guidance.

To improve how the Service manages its performance, work to develop a 3-year Programme of Work to support the ambitions of the Strategic Plan has been delayed slightly to improve the quality of information. This has impacted on the review of the Performance Management Framework. Both of which are still anticipated to be complete by the end of the reporting year. Following initial delays work is now also progressing to implement a new Performance Management System.

Performance highlights includes the publication of the new Strategic Plan 2019-22. This was approved by the Minister for Community Safety and laid before Parliament in October 2019. Following issues securing an on-site power supply, the Newbridge Training Centre project has now been completed and handed over to Training. Migration of staff and scheduling of training has now begun. The Uniformed pay award was also agreed by the National Joint Council for 2019/20 and solid progress has been made on broadening the Firefighter role.

Following the recent Climate Change Emergency Declaration, Climate Change has been a key focus with our draft Climate Change Response Plan 2045 developed and due for consideration in Quarter 3.

In response to the SFRS Staff Survey, an SFRS Employee Recognition Scheme has also been developed and consultation is underway with implementation planned for Quarter 4.

The Transformation Programme Delivery Plan has been accepted by the Transformation and Major Projects Committee (TMPC). A Benefits Transformation Strategy and tracker has also been developed and will be submitted to the TMPC in November 2019.

### **Blue 15 % (8 out of 52 actions)**

Action complete.

### **Green 52% (27 out of 52 actions)**

Action on target. Milestones progressing as expected.

### **Amber 23% (12 out of 52 actions)**

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

### **Red 10% (5 of 52 actions)**

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

## Directors' Summaries

### **Prevention and Protection**

The Prevention and Protection Planning and Evaluation process was completed in Quarter 1 and is progressing well into and throughout Quarter 2. Fire Safety Enforcement Continual Personal Development events were successfully delivered throughout all Service Delivery Areas.

The continuation of the Cameron House investigation has impacted several workstreams, particularly the risk rating methodology action. Progress is expected towards this in Quarters 3 and 4. Fire Investigation (FI) ISO standards have been fully considered which has resulted in the creation of an options paper which will be presented to Strategic Leadership Team.

The development of a Framework reflecting the removal of combustible materials from common areas of private dwellings has been produced. However, due to the anticipated increased costs against local authorities with regards to this framework, it has been sent to COSLA for their consideration. The Fire Safety in Specialised Housing guidance document consultation is now complete. The SFRS will continue to support the introduction of this guidance document.

### **Response and Resilience**

The Director of Response & Resilience (R&R) took over responsibility for the Health & Safety (H&S) Function with effect from 1 September 2019. Engagement and planning sessions with H&S and R&R colleagues are underway to fully integrate the Function into the Directorate. Action towards progressing H&S Annual Plans remains as red RAG status as this work is progressing a lot slower than expected. Similarly, implementation of the online Health and Safety Management Information System has experienced some delays, however, it is anticipated these issues will be resolved by December 2019, allowing progression. Marauding Terrorist Attack (MTA) training issued to National Interagency Liaison Officers (NILO) in Quarter 1 will be delivered to the NILOs on the current NILO course as part of their induction training. This will enhance our resilience as well as our MTA interim response. The Operational Intelligence (OI) Project team continue to progress integration of OI with Operations Control. The decommissioning of legacy systems is ongoing, managed via a separate ICT project team. A closing report for the initial OI project has been submitted to Transformation and Major Projects Committee. All R&R staff member were invited to attend the Directorate's first annual Spring Seminar in July 2019 where an overview of the Directorate's Functions and objectives was provided. Members of the Directorate Management Team have been to each Service Delivery Area to visit and engage with R&R and Local Senior Officer colleagues.

### **Finance and Contractual Services**

Work is progressing well, with the Annual Report and Accounts for 2018/19 now complete and nearing the end of the audit and sign-off stage. The significant volume of current year activity is progressing well, while responding to emerging challenges e.g. roof panels at stations. Climate change has been a key focus during the Quarter with the draft Climate Change Response Plan due to be considered in the coming weeks. Work is commencing through the business case process to identify priorities for the next financial year.

## **People and Organisational Development**

Good progress has been made with the Recruitment and Selection Project workstreams now identified and continued implementation of the Leadership Development Programmes. The Positive Action Strategy is being progressed for approval and actions are currently underway.

The Uniformed pay award was agreed by the National Joint Council for 2019/20 and solid progress is being made on broadening the Firefighter role.

An SFRS Employee Recognition Scheme has been developed and consultation is underway.

A procurement exercise has been progressed for the provision of support services for employees and work on a Mental Health Strategy is well underway with the Strategy nearly complete. Work has also started on Terms of Reference for a new Mental Health Board. The Newbridge Training Centre project has been completed and handed over to Training. Migration of staff and scheduling of training has commenced.

Trainee courses at Thornton and Cambuslang for a total of 84 have commenced, with a further 84 planned for early 2020.

A strategic review of Training is complete, with recommendations approved by the Strategic Leadership Team and a Review Board established.

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

Following thorough analysis of the consultation results of the draft Strategic Plan 2019-22 and subsequent amendments, the Strategic Plan 2019-22 was approved by the Minister for Community Safety and then laid before Parliament on 1 October 2019.

More work is required to prepare a Strategic Plan 3-year Programme of Work, delaying its publication action until March 2020. This impacts the review of Performance Management Framework which will now also not be completed until March 2020.

Following the resolution of most technical issues and by strengthening project management arrangements work has commenced to implement our new Performance Management System.

The inventory of Information Sharing Protocols has been created and Information Governance are now managing this list as business as usual.

The Transformation Programme Delivery Plan has been accepted by the Transformation and Major Projects Committee (TMPC). A Benefits Transformation Strategy and tracker have been developed and will be submitted to the TMPC in November 2019. Implementation of the recommendations of the Legal Services Review and work to enhance Service Improvement guidance is ongoing but has experienced slippage, this is shown as amber status in both actions.

## Strategic Priority - Improved Local Outcomes

Ref	Action	RAG	Commentary	Function
ILO 1	Develop Prevention and Protection Evaluation Policy and associated processes.	Complete	This action was completed in Quarter 1.	P&P
ILO 2	Develop risk rating methodology for Fire Safety Enforcement.	Amber	The Cameron House investigation is still ongoing which has resulted in capacity issues within the Fire Safety Enforcement Team and slippage against this action. The National Fire Chiefs Council have arranged an initial workshop to discuss this at the end of November where a position will be sought on other fire and rescue services and their approach.	P&P
ILO 3	Design and implement revised Fire Investigation Delivery Model.	Green	Staffing requirements in all three Fire Investigation Units is nearing completion, with anticipated fulfilment of posts by Quarter 3 milestone. The ISO standards have been fully analysed and reflected against the needs of the SFRS and Procurator Fiscals Office. An ISO standards options paper has been created and presented at the September Prevention and Protection Directorate Management Team. This paper will progress to the Strategic Leadership Team for a final decision.	P&P
ILO4	Implement initial recommendations emanating from the Scottish Government Ministerial Working Group set up following the Grenfell Fire Tower.	Green	The white goods campaign and the sector specific guidance for high rise domestic premises was concluded within Quarter 1. A Framework has been produced to consider the removal of combustible material within common areas of private dwellings. Throughout the consideration of this Framework the SFRS will continue this partnership contribution. Consultation on the 'The Fire Safety in Specialised Housing' guidance document is now complete. The SFRS will continue to support the production and introduction of this guidance document.	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 Officer (FDO) policies and procedures.	Green	The Strategic Mobilising Location at Oban is operational with Flexi Duty Officers (FDO) from East, West and North Service Delivery Areas providing standby cover. FDO Policies and Procedures are relatively stable and continue to provide resilience in FDO command cover throughout Scotland.	R&R
NCR 2	Develop and implement a Warm Zone response for Marauding Terrorist Attack (MTA) Incidents.	Red	Discussions with Representative Bodies are ongoing. A comprehensive MTA implementation plan has been developed in preparation, should the discussions with the Fire Brigades Union end positively. A Gantt chart has also been developed to highlight the support that will be required from internal and external partners, as well as estimated timelines to deliver this capability. This action will continue to be closely monitored as a Major Project.	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	A training analysis is now complete, however, there has been a delay in the completion of the final report due to capacity issues. The report is expected to be completed by end of October. This information will be shared with Area Commanders within the National Training Centre to assist with the database update.	R&R
NCR 4	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS.	Green	Work has been completed to identify all SFRS national resilience assets and supporting call signs. Details passed include the split of the Service into geographical areas based on Local Senior Officer Areas. Information was passed to the Electronic Support System Lead on 9 October 2019. It is expected that the system should be complete for SFRS to view at the end of October 2019.	R&R
NCR 5	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Green	Work continues at a national level. Timescales for network readiness and implementation remain unclear but are likely to slip again. High level planning for SFRS is, however, ongoing with appropriate Service involvement.	ICT/ R&R
NCR6	Ensure SFRS's operational response preparedness is robust to deal with the challenges brought about by the EU exit.	Green	SFRS Civil Contingencies has reviewed and amended as required a national plan to reflect changes in the planning assumptions, provided by Scottish Government, for a worst case scenario No Deal EU-Exit. This plan aligns with partners to ensure that, as well as business as usual activities, any increased activity due to the EU Exit are coordinated and managed suitably. A concurrent event matrix has also been developed to prepare for a number of events occurring at the same time and how this would affect the SFRS.	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).	Red	The Command and Control Futures (CCF) Team continues to work in association with Operations Control Business as Usual (BAU) personnel with responsibility for Systems and Data; through this partnership all data and configuration tasks are being managed. The CCF Communications Plan has been agreed and ratified by the CCF Board. The Project has been subject to a review of the overall project timeline, this was completed and submitted to CCF Board (September 2019) with request for approval. A further review was requested for October 2019 Board prior to progression to Strategic Leadership Team (SLT)/Transformation and Major Projects Committee where final sign-off was obtained at the November TMPC; a paper will now follow due governance via CCF Board, SLT and the Programme Office Board, before reaching the public TMPC in January 2020.	R&R
MR 2	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Green	The Central Staffing Team are currently developing a new detached duty General Information Note (GIN) procedural document to support the Detached Duty Policy. The current Five Watch Duty System (5WDS) Rostering Management Policy is currently under review. A range of 5WDS procedural documents are being reviewed and updated to support the administration and management changes that have resulted from Kronos system enhancements. The Central Staffing management team are continuing to work with key stakeholders to develop administration and management procedures for EU Exit non attendance and develop contingency resourcing arrangements.	R&R
MR 3	Ensure firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Complete	Work is continuing to develop Control integration with an appropriate business case being developed. The decommissioning of legacy systems is ongoing and is managed through a separate ICT project team. A closing report for the initial project has been submitted and all further work will continue as business as usual.	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 21 Day Investigation Procedure (OA21) has been enhanced in support of Level 3 and 4 Health & Safety investigations to ensure short-term recommendations and actions are progressed at the earliest opportunity. A governance process has been developed for the management of National Operational Learning (NOL) Action Notes and submissions from SFRS to NOL to ensure national learning is acted upon and local learning is shared nationally.	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	Following significant delays last year, the Newbridge Training Centre Project has been completed and handed over to Training. Whilst the migration of staff and equipment has begun and the scheduling of courses has commenced, the new Training Centre will not be fully staffed and operational until the end of Quarter 3 in line with the revised timelines for this year.	POD
WD 2	Introduce of Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 2 of 3 Programme.	Green	The ongoing roll out of the Flexi Duty Officers TfOC continues as planned, with modules being developed in year 2 of a 3 year programme.	POD
WD 3	Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme.	Green	Trainee Firefighter Foundation Courses at Thornton and Cambuslang have commenced for 84 attendees and work has begun on scheduling Trainee courses in Quarter 4 for another 84 trainees.	POD
WD 4	Implement the recommendations from the TED Training Review Report.	Amber	Recommendations from the Training and Employee Development Training Review have been approved by the Strategic Leadership Team (SLT) and a workshop SLT/Senior Management Team has been scheduled to identify an implementation pathway and governance for the recommendations in October, extending the timeline of this action into Quarter 3.	POD
WD 5	Deliver and regularly review the Workforce and Strategic Resourcing Plan in support of the SFRS Strategic Plan, Financial Strategy and Service Transformation Programme for 2019/20.	Green	The Recruitment and Selection (R&S) Project is progressing to plan and key work streams have been identified. Current focus is on benchmarking activity to inform the wider review of R&S practices for all staffing groups. Early engagement with stakeholders has taken place and will remain a key focus throughout the project to ensure a Service-wide collaborative approach is taken. The proposed schedule of delivery of Development Centres has been approved in principle, with further consideration to take place to ensure this is aligned to the Strategic Workforce and Resource Plan. Evaluation of the first Executive Leadership Development Programme is complete and is progressing to the Staff Governance Committee in December 2019. The first Middle Manager Leadership Development Programme was well received and concluded in Quarter 2. Implementation of the Strategic and Supervisory Leadership Development Programmes continue as planned.	POD

## Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 6	Review collective bargaining arrangements and deliver pay reward and benefits framework.	Green	Negotiations on the standardisation of Retained Duty System terms and conditions have continued and next steps will be considered in Quarter 3. The Uniformed pay award was agreed by the National Joint Council for 2019/20. Negotiations on an enhanced reward package for a broadened Firefighter role have also continued in Quarter 2. A draft SFRS Employee Recognition Scheme has been produced and is subject to ongoing consultation, with the aim of implementation by Quarter 4. A review of arrangements associated with the Working Together Framework has continued in Quarter 2 and next steps will be considered in Quarter 3.	POD
WD7	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Green	First advisory compliance visit with Skills Development Scotland (SDS) identified actions to inform the development of processes associated with the Firefighter Modern Apprenticeship. This will ensure ongoing compliance requirements are sustained. Resource requirements to support this on an ongoing basis are currently being considered. A three-year SFRS Positive Action Strategy to support attraction and development of under-represented groups and to ensure SFRS is an inclusive workplace has been developed and is currently being progressed through governance for approval, with implementation in Quarter 3.	POD
WD 8	Coordinate the development and progress of national and locally owned action plans resulting from the recent staff survey.	Green	39 Local Action Plans have been established across each Directorate and Local Senior Officer area and are published on the SFRS intranet. The actions within the National and Local Staff Survey Action Plans continue to be progressed by designated action owners with progress being reported on a quarterly basis. These arrangements are now well established and this area of work will continue as business as usual.	POD
WD 9	Ensure compliance with employment legislation and the application of efficient working practices.	Complete	A review of the People and Organisational Development (POD) Policy Review Schedule was completed in Quarter 2 and will be presented through governance in Quarter 3. A number of priority policies have been developed and/or reviewed to progress through consultation and governance in Quarter 2. A review of the Human Resources and Organisational Development (HROD) Quality Management System membership has commenced and associated actions will progress in Quarter 3. HROD continue to review and improve the standard and access to information on iTrent. A project has been initiated to consider the replacement of people and training systems to ensure efficiencies and improvements to these longer term. This will be managed via business as usual.	POD
WD 10	Implement Job Analysis and Evaluation based on ongoing SFRS requirements.	Green	The Job Evaluation Action Plan is progressing, with key areas of priority being identified to progress outcomes. Coaching of Human Resources and Organisational Development staff continues in order to support ongoing role assignments. A number of key actions to review supporting processes related to Job Evaluation role assignment based on ongoing SFRS requirements have been identified and will continue into Quarter 3.	POD

## Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 11	Develop, implement and embed mental health and resilience strategies to best support the mental wellbeing of SFRS staff.	Amber	The procurement exercise for the provision of a post incident support service is nearing conclusion and a provider will be appointed to commence the provision of services in Quarter 4. Work on a Mental Health Strategy has commenced and will progress through governance in Quarters 3 and 4.	POD
WD 12	Develop, implement and embed Firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.	Green	Scoping of a research project to develop a bespoke SFRS fire ground fitness assessment is ongoing through engagement with universities. Options for carrying this out will be presented to the Strategic Leadership Team in Quarter 3.	POD
WD 13	Develop and facilitate the completion of the SFRS and Directorate Health and Safety Improvement Plans.	Red	The SFRS Health and Safety Annual Plan and associated Directorate and Service Delivery Area (SDA) Plans are in place. SDAs and Directorates continue to work towards the completion of identified actions. The current completion has been reported as 19% complete. Progress is slower than anticipated. This has resulted in increased scrutiny by the Strategic Leadership Team, Staff Governance Committee and the National Health and Safety Board.	R&R
WD 14	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Red	ICT continue to work with Midland HR to resolve a number of access issues. It is anticipated that this work will be complete in October 2019, with further testing scheduled to take place thereafter. A go-live date of December is anticipated. The current system (RIVO Sphera) contract expires on 31 March 2020.	R&R
WD 15	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Red	Discussions continue within the Response & Resilience Directorate. The method of implementation is to be determined by the end of Quarter 3 2019-20.	R&R
WD 16	Implement improved procedures to reduce the risks from exposure to contaminants.	Green	An implementation plan has been developed and is being progressed through regular meetings with our business partners. Themes being progressed include future station design, Personal Protective Equipment and operational practices.	POD

## Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 1	Prepare a new Strategic Plan for the period 2019-22.	Complete	The public consultation on the draft Strategic Plan 2019-22 closed in July 2019. The consultation showed support for the ambitions of the Plan. In terms of influencing changes, these only suggested that small changes, to provide further clarification or emphasis, were required. Changes were made and the Board agreed a final version that was submitted to the Minister for Community Safety in September 2019. Following the Minister's approval, the Plan was laid before Parliament on 1 October 2019 and then launched across our communication channels. This action is now complete.	SPPC
GSR 2	Develop a 3-year Annual Operating Plan Programme to fully support the delivery of the new Strategic Plan 2019-22.	Amber	A second senior management workshop was held in August 2019 where it was acknowledged the 3-year Programme required further work to strengthen the information collated. To ensure that the actions are more robust, and that interdependencies and performance measures have been fully considered, it was agreed by the Board that the development of this Programme should continue, moving the completion date to Quarter 4. As a result of this change it was also agreed that the current an Annual Operating Plan should be reviewed and revised to support the new Strategic Plan 2019-22.	SPPC
GSR 3	Review the SFRS Performance Management Framework (PMF) and agree a revised suite of performance measures to ensure robust scrutiny of progress against the Fire and Rescue Framework and the new Strategic Plan 2019-22.	Amber	Interim review work has been undertaken on the Performance Management Framework (PMF) with a view to updating it in line with the Strategic Plan 2019-22. The review is dependant on the completion of the 3-year Programme of Work and will now be reported to the Board for approval in March 2020.	SPPC
GSR 4	Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	Amber	Following initial technical issues delaying the project by six months, an InPhase Implementation Group has now been formed and will support the delivery of the revised implementation programme. A go live date has now been set for April 2020. A business case was prepared for temporary staffing to release Data Services and Strategic Planning team members for development work. The business case was approved, and the development work for the provision of performance dashboards and reports for the Strategic Leadership Team, Board Committees and Local Senior Officers will now proceed during Quarter 3.	SPPC
GSR 5	Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021.	Amber	In Quarter 2, a national Administration Review within Service Delivery Areas was established. At the request of the Head of Corporate Governance, this improvement project replaces the planned Business Intelligence review. The LSO also advised that the planned Aberdeen HFSV Partnership Development Project is now longer required. The commencement of the Operational Intelligence Improvement Review was delayed until Quarter 3 in order to undertake preparatory work. The Prevention and Protection Governance Review field work has been completed. Analysis and write-up has commenced but has been delayed slightly due to SI staffing issues.	SPPC

## Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 6	Prepare a Sustainability Framework.	Amber	Due to capacity issues this action has experienced a temporary delay. Revised timelines, which will now see a Framework prepared for March 2020, was approved in the refreshed Annual Operating Plan 2019/20. Our environmental commitment is one element of this work and the delay in progress presents a timely opportunity to tie in with the development of Climate Change Response Plan as noted in GSR 10.	SPPC
GSR 7	Continue to develop and strengthen our Board governance arrangements.	Complete	Good progress has been made against all objectives. Our corporate governance arrangements continue to ensure improvements are made to the effectiveness of the Board and its Committees and are linked into their appraisal process. Work is continuing as part of the migration to Office 365 to develop this as a platform for streamlining Board communication and access to key documents. This action will now be managed through business as usual.	SPPC
GSR 8	Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.	Green	The Annual Accounts and external audit have been completed for the year. The monthly capital and resource monitoring continues with reports made to the Strategic Leadership Team and Board. Efficiency savings have been identified and are being tracked. The annual budget process for next year has commenced. In addition, business cases are currently being prepared for service improvements. The internal audit service has been tendered and await approval from the Board to award the contract.	FCS
GSR 9	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Amber	A report to the Senior Management Team / Programme Office Board is currently being developed to update the Senior Management Team on progress on business continuity and to agree key business activities of the Service.	FCS
GSR 10	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Green	Following the recent climate change emergency declaration work is ongoing to broaden out the draft Carbon Management Plan to develop an SFRS Climate Change Response Plan 2045, which is now in draft and will commence its formal governance route shortly.	FCS

## Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 11	Maintain and develop robust Cyber Security minimising the opportunity for fraud and meeting relevant standards defined by Scottish Government.	Amber	The Cyber Security Project is experiencing some delay but will achieve the relevant standards as defined by Scottish Government by the end of Quarter 3.	FCS
GSR 12	Raise awareness of and strengthen business processes enhancing overall systems of control.	Green	This action was being delivered as a major project. A project closing report was submitted to the Transformation and Major projects Committee in August 2019. This work will be mainstreamed into the Service Improvement Team and will be developed subject to securing appropriate skilled resource.	FCS
GSR 13	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	Work to catalogue SFRS artefacts is progressing well and will be carried forward as business as usual activity. The Strategic Leadership Team have approved the concept document and detailed design is underway. This action is integrated within the major project relating to the refurbishment of McDonald Road, Edinburgh and will continue to be reported through the Programme Office governance route.	R&R
GSR 14	Develop associated General Data Protection Regulations (GDPR) policies, procedures, guidance documentation to ensure legal compliance.	Complete	The inventory to date has been created showing Information Sharing Protocols (ISPs) which have been signed off, those in progress, and those still being considered. Information Governance are reviewing the list monthly and pursuing any updates as part of business as usual.	SPPC
GSR 15	Implement the recommendations of the Legal Services Review.	Green	All Solicitors, Senior Solicitors and Trainee Solicitors have now been recruited. A project plan with the Procurement Team for the procurement of external Legal Firms has been agreed. Training for specific client departments have been developed including Enforcement and FAI. Legal will also carry out a monthly briefing on Employment Law for the Human Resources function. Workflow and template development is ongoing with a scoping exercise with ICT to use Dynamics 365 as a case management system started. Further development on iHub is required once final work streams are finalised and appropriate instruction mechanisms are in place.	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 activities are currently on track. The modern desktop implementation project is now complete.	FCS
T 2	Maintain and develop Procurement Capability meeting business needs and relevant procurement legislation.	Green	The Annual Procurement Report has been completed and approved by the Board. A three-year workplan is in place and being monitored. Procurement tenders as part of the agreed workplan are being progressed and additional temporary resources are being sought. The Procurement and Commercial Improvement Process Assessment actions are being progressed.	FCS
T 3	Proactively manage our asset base and target investment where it delivers best value.	Green	This action is progressing well. The Capital Programme is on course to be fully spent by the end of the financial year. Work has commenced, through the business case process and the Asset Management Liaison Board, to consider priorities for next year's capital programme. Following the release of the Standing Committee on Structural Safety (SCOSS) Report on Reinforced Aeriated Concrete roof panels, a full review has been undertaken of the SFRS estate, with remedial actions being taken where issues were identified. Further detailed investigations remain ongoing at a number of stations.	FCS
T 4	Enhance Service Improvement guidance to support process review/redesign.	Amber	SFRS now has the Scottish Government Foundation Improvement course and a planned trial will take place in October 2019. Following this trial, the course will be rolled out to all Service Improvement Assessors in Quarter 4. The review of all training content is partially achieved and is now due for completion in Quarter 4.	SPPC
T 5	Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.	Complete	Following consultation with all Service Redesign project leads this action has now been closed and integrated into relevant projects. R&R will support these projects as required throughout the planning and delivery stages.	R&R

## Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 6	Develop Transformation Programme Delivery Plan.	Complete	The draft Transformation Programme Delivery Plan was developed and updated and subsequently accepted by the Transformation and Major Projects Committee. Work is ongoing to develop a critical pathway process, with updates being reported to the Programme Office Board and the Transformation and Major Projects Committee.	SPPC
T 7	Develop Transformation Programme Benefits Realisation Plan.	Green	Following the development of a draft Transformation Programme Benefits Realisation Plan, a benefits workshop was held with our Executive Leads and Project Managers. The successful workshop ensured all project outcomes and benefits align to agreed High Level Plan long-term benefits. A Benefits Transformation Strategy and tracker has been developed and is going to the Transformation and Major Projects Committee for final approval in November 2019.	SPPC