



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

Working together for a safer Scotland

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

## **Quarter 1 Progress Report**

## Executive Summary

Work has progressed well throughout Quarter 1, with 77% of actions on target. 19% of actions are experiencing some minor slippage on milestones but are still expected to be completed by the target end date. Two actions are indicating a red status - as at end of the reporting period, timescales to complete Newbridge training centre are still dependant on securing a permanent power supply, and no further progress can be made on our preparations for warm zone response for Marauding Terrorist Attack until agreement has been reached with Representative Bodies.

During the period, the draft Strategic Plan 2019-22 was released for a 10 week public consultation exercise. A communication plan was prepared to raise awareness of the consultation to a range of audiences. The views received will be used to inform a final draft which will be approved for submission to the Minister for Community Safety by the Board in August. Work has begun to develop a three-year Annual Operating Plan Programme. This will provide further details on what Directorates will aim to deliver to make sure the proposed strategic objectives are achieved.

31 new Firefighters commenced their training at the National Training Centre at Cambuslang. Further to the outcome of the recent staff survey, a Recruitment and Selection Process Project has begun to review our existing arrangements to ensure they are consistent, fair and transparent. Negotiations on standardising Retained Duty System terms and conditions are nearing completion. The outcome of a consultation on a Scottish pay offer for an enhanced reward package to enable the role of Firefighters to be broadened is currently awaited. For our support staff, a two-year pay deal was successfully negotiated for 2019-21.

Following Audit Scotland's recommendation in their 2018 report, a long term Asset Management Strategy (2019-29) has been prepared and published. As required through the Fire and Rescue Framework for Scotland, and following considerable research and development, a Prevention and Protection Evaluation Policy has now been issued. This will be implemented on a phased basis and will be used to build a greater understanding of the impact and success of our safety initiatives.

During 2018/19 significant work was undertaken to plan and prepare for EU Exit. The SFRS Civil Contingencies Function continues to work on planning assumptions provided by Scottish Government, developing contingency plans which closely aligns with all relevant partners.

Although it is noted that some slippage has occurred to timescales, impetus continues to implement the new Command and Control Mobilising System, the replacement Health and Safety Management System and the new Performance Management System.

Finally, positive outcomes have been received from the internal audit of the Board's Committee and from Scottish Government's assessment of SFRS procurement.

**Green**  77% **(40 out of 52 actions)**

Action on target. Milestones progressing as expected.

**Amber**  19% **(10 out of 52 actions)**

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

**Red**  4% **(2 out of 52 actions)**

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

## Directors' Summaries

### Prevention and Protection

The initial planning stages of the review of Prevention and Protection Functions has commenced with Service Improvement colleagues who will be evaluating the effectiveness of Directorate Governance.

Directorate personnel continue to focus on implementing the recommendations of the Ministerial Working Group with the White Goods Campaign evaluation now underway. The development of fire safety guidance for specialised housing is being undertaken by the SFRS officer seconded to the Scottish Government Fire Unit. Service Delivery personnel have been supporting a number of engagement events across the country to assist with the development of fire safety guidance for high rise domestic buildings. Directorate personnel are also working with Procurement colleagues to facilitate the procurement contracts required to meet the new fire detection standards for domestic premises. A cross-directorate user intelligence group has been established to support this work with the aim of awarding a contract in Quarter 3.

### Response and Resilience

ACO Dickie co-ordinated table top exercises for Gold Command CPD and a Development Event (Salisbury).

The Oban Strategic Mobilising Location Pilot is progressing well with no major issues raised. Regular update meetings have been held to evaluate its success and a paper will be presented to Strategic Leadership Team in November at the six month milestone.

The SFRS Civil Contingencies Function is working on planning assumptions provided by Scottish Government for EU Exit and has worked closely with partners to ensure that the national plan developed aligns with all relevant partners.

A Business Case to extend the Central Staffing structure was approved by the Senior Management Team and the recruitment process for Assistant Team Leaders and Central Staffing Assistants has commenced.

### Finance and Contractual Services

Work is progressing well at this stage with some early milestones complete.

Resourcing of workplans has been agreed within ICT and Procurement through the relevant corporate governance arrangements and projects are being progressed accordingly.

The Scottish Government procurement assessment was completed in June 2019, with the SFRS making a significant improvement on its previous score in 2016.

## **People and Organisational Development**

The Think, Act, Stay, Safe (TASS) event reporting module is now anticipated in Quarter 2. The remaining four modules have been scoped and are awaiting ICT resourcing of the build. The procurement exercise for the provision of a post-incident support service, due to be implemented in Quarter 3, is progressing.

The recent firefighter recruitment campaign received over 6000 applications. The Recruitment and Selection Project commenced and a project dossier has been developed. Implementation of Leadership Development Programmes continues. The two-year pay deal for support staff was successfully negotiated for 2019-21. Work continues to embed the Firefighter Modern Apprenticeship, with some challenges aligning with Skill Development Scotland requirements, but processes are nearing completion.

As at the end of June, construction delays remain an issue at the Newbridge Training Centre requiring a further foundation programme to be run at Thornton. The Training and Employee Development Review report will be presented to the Strategic Leadership Team in August, thereafter to the Staff Governance Committee in September. Implementation of Flexi Duty Manager Training for Operational Competence Framework remains on track.

The Gender Pay Gap report was published in April 2019.

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

The release of the draft Strategic Plan 2019-22 for consultation was approved by the Board in April 2019. The 10-week public consultation exercise opened on 9 May and a communications plan was developed in conjunction with the Communications Team to promote the consultation exercise internally and externally. The consultation exercise will close on 18 July, thereafter, the feedback will be used to inform a final draft of the Plan.

Interim review work has also been undertaken on the Performance Management Framework document with a view to updating it inline with the Strategic Plan 2019-22. An Annual Operating Plan (AOP) Programme Workshop attended by the Strategic Leadership and Senior Management Teams was held in May 2019. A further workshop is planned for August to finalise the Programme.

The new Performance Management System has been procured, however, there has been a slight delay as the Performance Data Team await migration to Office 365 before development work on InPhase can begin.

Delays have also been experienced creating a full inventory of Information Sharing Protocols, however, work continues with meetings being re-scheduled to work around annual leave and other conflicting priorities across the organisation.

## Strategic Priority - Improved Local Outcomes

Ref	Action	RAG	Commentary	Function
ILO 1	Develop Prevention and Protection Evaluation Policy and associated processes.	Green	The Policy and Procedure are now completed and are available on iHub. An awareness briefing has also been disseminated through local Prevention and Protection Managers, Local Area Liaison Officers and Community Action Teams. Implementation will now take place on a phased basis as Community Safety Engagement initiatives are developed or repeated within local areas.	P&P
ILO 2	Develop risk rating methodology for Fire Safety Enforcement.	Green	A recent review of the fire safety enforcement audit form has been undertaken to allow for further analysis of deficiencies found in premises. This will identify potential for risk scoring with specific failures. Research to be undertaken to determine how other services have adopted alternative methodologies.	P&P
ILO 3	Design and implement revised Fire Investigation Delivery Model.	Green	The Fire Investigation restructure is now complete with three units and 26 Fire Investigation Officers remaining as agreed by the Strategic Leadership Team in April 2018. Progress towards meeting ISO requirements is well underway to ensure Fire Investigation can confidently and competently investigate fire scenes and meet the ISO requirements by 2020.	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 safety campaign has concluded with significant message penetration on social media and evidence of an upsurge in people seeking safety information through campaign leads' websites. An evaluation of the campaign is underway and will be available in Quarter 3. The SFRS has supported a series of engagement events to publicise the high rise safety guidance and supporting risk assessment methodology consultation being undertaken by Scottish Government. The consultation closes in July 2019. The SFRS have had early discussion with Scottish Government colleagues on the extent and format of a publicity campaign. Further conversations will take place once the consultation results are evaluated and the guidance is complete.	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	Work continues to standardise and update FDM policies to ensure the best available utilisation of the officer cadre. Central Staffing have supported adaptations to the use and staffing of Strategic Mobilising Locations and are currently supporting the review of the FDM and Principal Officer Control Operating Procedure.	R&R
NCR 2	Develop and implement a Warm Zone response for Marauding Terrorist Attack (MTA) Incidents.	Red	Preparations have now reached a point where no further progress can be made until negotiations with Representative Bodies have been concluded.	R&R
NCR 3	Delivery of an agreed, updated Chemical, Biological, Radiological and Nuclear (CBRN) response in line with the Scottish Government CBRN Strategy for Scotland and the SFRS CBRN Concept of Operations.	Amber	Work is underway to complete an updated training needs analysis for Mass Decontamination and Mass Decontamination Support Stations for appropriate skill sets. An issue has been identified with the recording of training details on PDRPro in relation to required skills. Work is ongoing to resolve this with the National Training Centre.	R&R
NCR 4	Prepare for National Resilience Assurance Team (NRAT) Electronic Support System (ESS) to be adopted by SFRS to replace SCASS.	Green	Our SFRS Capabilities Development & Assurance (CDA) team will receive training on the use of the Electronic Support System (ESS) in July. Thereafter, a gap analysis can be completed which will assist with planning and prioritising tasks. In the meantime, we have access to ESS for familiarisation. ICT has confirmed that the Community Asset Register is a separate system to SCASS and will still function on its own.	R&R
NCR 5	Plan and prepare for the introduction of the new Emergency Services Network (ESN) communications systems.	Green	Work is ongoing at a national level to implement the new Emergency Services Network. Revised timescales and project costs have been provided by the Home Office project lead. Mast infrastructure for Scotland is still ongoing and network testing continues to be undertaken on a tri-service approach. In-vehicle solutions are currently being developed and products for evaluation will be available in Quarter 3 this year. The SFRS project team are fully involved in all aspects of this project and senior management remain committed to reviewing the interdependencies of this project through the Command and Control Future, Operational Intelligence and Emergency Services Mobile Communications Programme Project Boards.	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 developed a national plan to prepare for planning assumptions, provided by Scottish Government, for a worst case scenario No Deal EU-Exit. This plan has been aligned 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.	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	The transition, ratification and management of data from legacy systems to the new CCMS continues to be actively managed. A review of data provision and status update has been completed; A Station Manager within the CCF Team has now been allocated a specific reference for data management, integration and system configuration. This provides a key conduit between Command and Control Futures Board, business as usual systems personnel, wider SFRS functional areas and the provider, Systel. The CCF Project Manager and Internal Communications Manager are progressing a Project Communications Plan.	R&R
MR 2	Deliver updated policies, guidance and processes to ensure effective uniformed staffing management.	Green	The Central Staffing Function continues to collaborate across directorates as well as with Representative Bodies on standardisation of terms and conditions, including detached duties and time off in lieu.	R&R
MR 3	Ensure firefighter safety through the introduction of an efficient, national Operational Intelligence (OI) process.	Green	All mainland installations have now been completed and Island locations provided with tablets to enable access to Operational Intelligence Risk information. Legacy systems are now being decommissioned starting with the East Service Delivery Area. Further mapping enhancements have been added to the system following end user engagement. The OI Policy has been reviewed and testing has commenced in relation to Operations Control integration.	R&R
MR 4	Ensure firefighter safety through shared learning and the efficient management of the national Operational Assurance (OA) process.	Green	To improve efficiency, Health and Safety (H&S) event action plans are now managed directly by the H&S department and supported by the Operational Assurance (OA) Team. Rapid Response Unit OA processes are complete and will move to business as usual once the project is closed. During Incident and Debriefing General Information Notes have been drafted and issued for formal consultation.	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>As at the end of the reporting period, construction has still not yet been completed. Electrical sub-station installation is underway and upon completion will allow construction to be completed.</p> <p>Once the building is complete, ICT systems can be installed and staff training undertaken. Staff migration can then commence.</p> <p>It is unlikely that facilities will be ready to allow the trainee intake to be hosted at Newbridge in September. Therefore, the next trainee course will be delivered at Thornton and the remaining staff will migrate to Newbridge thereafter.</p>	POD
WD 2	Introduce of Flexi Duty Managers (FDM) Training for Operational Competence Framework (TfOC) - Year 2 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. Modules developed in Quarter 1 were: FDM Blue Light Driving (April 2019), Buildings (May 2019), and Incident, Operational, Sector Commander (June 2019).	POD
WD 3	Deliver the Wholetime Trainee Fire Fighter Foundation Training Programme.	Green	A trainee firefighter foundation course for 31 delegates commenced at the National Training Centre, Cambuslang on 27 May 2019.	POD
WD 4	Implement the recommendations from the TED Training Review Report.	Amber	A strategic overview report following the Training and Employee Development Review has been presented to Chief Officer Blunden who will now assume the role as Executive Lead for the review. The outcome report will be presented to the Strategic Leadership Team in August 2019 and thereafter to the Staff Governance Committee in September 2019.	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	<p>Human Resources and Organisational Development continues to work with stakeholders to improve the accuracy of retirement/leaver profiles to predict and plan recruitment campaigns and enhance succession planning. The Recruitment and Selection Project commenced in Quarter 1 to review associated policy, process, guidance documents and practices. This will include a review of selection processes for all employee groups to ensure these are consistent, fair and transparent and reflect best practice.</p> <p>Implementation of the Leadership Development Programmes continue to support existing managers, as well as building the SFRS talent pipeline through development centre implementation aligned to the SFRS Succession Plan. The schedule for future development centres for 2019-21 has been developed and is being considered through governance routes.</p> <p>The Further and Higher Education (Qualifications) Policy was published in April 2019.</p>	POD

## Strategic Priority - Workforce Development

Ref	Action	RAG	Commentary	Function
WD 6	Review collective bargaining arrangements and deliver pay reward and benefits framework.	Green	<p>Negotiations on the standardisation of Retained Duty System terms and conditions have continued and are nearing conclusion. Negotiations have taken place during Quarter 1 on an enhanced reward package for a broadened firefighter role, facilitated by the National Joint Council. A Scottish pay offer was issued in June 2019 and consultation has been taking place.</p> <p>Development of an SFRS employee recognition scheme has continued, including focus groups to inform a consistent approach.</p> <p>The support staff pay award for 2019/21 was negotiated with support staff Trade Unions and agreed in Quarter 1.</p> <p>A review of arrangements associated with the Working Together Framework has commenced and will continue into Quarter 2.</p> <p>Implementation of Employee Self Service for expenses continues but progress is slower than planned to ensure change management arrangements and buy-in from Directorates is achieved.</p>	POD
WD7	Support, promote and monitor the development of a positive transparent working culture that is aligned with SFRS values.	Green	<p>Work continued in Quarter 1 to embed the Firefighter Modern Apprenticeship and associated processes. Evidence to support completion of initial milestones for some trainees was submitted in Quarter 1, with funding to be released back to the SFRS from Skills Development Scotland from Quarter 2 onwards.</p> <p>Accreditation for the Carer Positive Scheme was achieved.</p> <p>Development of a long term Positive Action Strategy to support attraction and development of under-represented groups and an inclusive working environment commenced in Quarter 1 and will be submitted for approval in Quarter 2-3.</p> <p>The SFRS Gender Pay Gap was published in April 2019.</p>	POD
WD 8	Coordinate the development and progress of national and locally owned action plans resulting from the recent staff survey.	Green	<p>The National Staff Survey Action Plan identified three key themes. Under each of these, a number of individual actions were developed by Heads of Function, Deputy Assistant Chief Officers and Directors.</p> <p>A support delivery plan has been prepared to ensure necessary tasks are progressed to complete the identified actions.</p> <p>Local Action Plans are required for each Directorate and LSO area. These plans can be viewed on the SFRS iHub Staff Survey Section, there are a small number awaiting final publication.</p>	POD
WD 9	Ensure compliance with employment legislation and the application of efficient working practices.	Green	<p>Development or review of key employment policies continued in Quarter 1. A review of People and Organisational Development Policy forward planning will be undertaken in Quarter 2 to inform 2019-20 activities.</p>	POD
WD 10	Implement Job Analysis and Evaluation based on ongoing SFRS requirements.	Green	<p>Coaching of HR business processes related to Job Evaluation role assignment has continued in Quarter 1 to enhance understanding and build resilience to support the number of requests.</p>	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	Work continues to progress the procurement exercise for the provision of a post incident support service. A revised implementation date of Quarter 3 2019-20 has been identified resulting in an amber status. Associated documents, including management arrangements and the resilience training material will be finalised following the conclusion of the procurement process. These are to be completed in collaboration with the service provider.	POD
WD 12	Develop, implement and embed Firefighter fitness, physical activity and musculoskeletal (MSK) risk reduction arrangements.	Green	Arrangements have been developed to improve support provided following routine Health and Wellbeing assessments to improve health and fitness and reduce injury risk. Scoping of a research project to develop a bespoke SFRS fire ground assessment has begun. Implementation of strength assessments aligned to core skills assessments will be progressed in Quarter 2.	POD
WD 13	Develop and facilitate the completion of the SFRS and Directorate Health and Safety Improvement Plans.	Green	The SFRS Health and Safety Annual Plan and associated Directorate and Service Delivery Actions Plans have been developed and agreed with business partners. The Health and Safety Function has implemented the foundations for the risk owners to progress the improvement plans as per this action. Performance reporting is in place through the National Health and Safety Board and Staff Governance Committee. The current performance has been reported as: 11% complete, 11% on target, 39% overdue, 28% not started and 11% moving risk rather than managing.	POD
WD 14	Progress the development of an in-house Health and Safety Management Information System (HSMIS).	Amber	Think, Act, Stay Safe (TASS) is the new SFRS Health and Safety management system. Health and Safety have scoped out the build requirements for this year, however, there have been delays with ICT development. ICT continue to work with Midland HR to resolve a number of access issues. It is anticipated that this work will be complete in August. Further testing will take place thereafter. A go-live date is to be confirmed subject to testing outcomes. RIVO Sphera has been extended until 31 March 2020 to manage health and safety information in the interim.	POD
WD 15	Facilitate the implementation of the SFRS Management of Risk at Operational Incidents Framework.	Green	Initial discussion has commenced with Response and Resilience to consider an appropriate method of implementation prior to full engagement with all business partners.	POD
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.	Green	The release of the draft Strategic Plan 2019-22 for consultation was approved by the Board in April 2019. The 10-week public consultation exercise opened on 9 May with a joint launch event attended by the Chair of the Board and Chief Officer and supplemented with a video from the Minister of Community Safety. A communications plan was developed in conjunction with the Communications Team to promote the consultation exercise internally and externally throughout the consultation period. The feedback from the consultation will be used to inform a final draft of the Plan.	SPPC
GSR 2	Develop a 3-year Annual Operating Plan Programme to fully support the delivery of the new Strategic Plan 2019-22.	Green	An Annual Operating Plan (AOP) Programme Workshop attended by the Strategic Leadership and Senior Management Teams was held in May 2019. The workshop allowed discussions to be held with senior managers on how we should set our high level actions to support the achievement of our newly proposed strategic objectives over the next three years. Directorates were asked to complete an AOP Programme template to record their actions. It was agreed that these would be brought to a further workshop in August to discuss action priorities, interdependencies and to finalise the programme. Thereafter, an annual plan will be developed to progress year one actions.	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.	Green	Interim review work has been undertaken on the Performance Management Framework document with a view to updating it in line with the Strategic Plan 2019-22. Existing measures will be carried forward for the remainder of the 2019-20 fiscal year to ensure a full year can be reported. Once prepared, the AOP Programme will inform the review of measures further to ensure appropriate reporting against the new Strategic Plan will be in place from 1 April 2020.	SPPC
GSR 4	Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements.	Amber	ICT configuration of the InPhase Server is now complete. A new version of the InPhase software has been released by the supplier and an upgrade to that version has been requested. The Performance Data Services Team has experienced some delays with migration to Windows 10 and the modern desktop project and this has, in turn, delayed full availability of the client-side InPhase designer software for users. Initial training has been completed and we have spoken to other users of the system to learn from their experiences of implementing and using it. So far this contact has been extremely beneficial and we will look to continue this. A project plan is in place and this will be further developed with the support of a cross-Directorate Users and Implementation Group which will convene in Quarter 2. A project dossier will also be completed in Quarter 2 to ensure appropriate management of this project.	SPPC
GSR 5	Deliver the Year 2 Improvement Programme of the SFRS Service Improvement Strategy 2018-2021.	Green	The scope of the Prevention and Protection Peer Review Project work has been amended to 'Governance Review' following a request by the Director resulting in the project work being rescheduled to Quarter 2. Work progressed on the Quarter 4 2018/19 5 Watch Duty System Overtime Process Improvement Project, as the timeline on this was extended to accommodate delays experienced due to a change of project lead part way through project.	SPPC

## Strategic Priority - Governance and Social Responsibility

Ref	Action	RAG	Commentary	Function
GSR 6	Prepare a Sustainability Framework.	Amber	A cross-directorate working group has been established to develop this document. 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. It is anticipated that that a draft will be developed by the end of September 2019.	SPPC
GSR 7	Continue to develop and strengthen our Board governance arrangements.	Green	Following Board Development Away Days an action plan was created, completed and communicated to the Board. As part of the Internal Audit of Committees, no specific recommendations were reported for the Non-Executive committees, with a positive overall outcome with reasonable assurances. The Board SharePoint site is working well. Further development is being progressed following migration to Office 365. The Integrated Governance Committee have had all six principles presented, with substantial or reasonable assurances. A fuller review of 'the code' will be considered moving forward. Board Member appraisals were reviewed to identify common themes and incorporated into the arrangements for ensuring the effectiveness of the Board.	SPPC
GSR 8	Maintain sound financial and risk management practices to ensure financial sustainability and effective governance arrangements.	Green	The year end process is continuing in accordance to plan. The financial position for capital and resource is known and we expect to be within Departmental Expenditure Limits for last year. The draft accounts are being progressed. The current year financial position has been monitored and currently within budget.	FCS
GSR 9	Complete the development of harmonised business continuity arrangements minimising the risk of service disruption and increasing overall preparedness.	Green	Directorates are developing their business continuity plans and assurance will be reviewed during the year.	FCS
GSR 10	Develop and strengthen our approach to protecting the environment through compliance with environmental legislation.	Green	A draft Carbon Management Plan has been produced and will be discussed at the next Environmental and Carbon Management Board.	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.	Green	The Cyber Security Project is on-track to meet the relevant standards as defined by Scottish Government.	FCS
GSR 12	Raise awareness of and strengthen business processes enhancing overall systems of control.	Complete	This project was completed in June 2019 and was passed to Strategic Planning, Performance and Communications as business to run as usual.	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	Whilst building is ongoing, work continues with cataloguing. Historical artefacts have been stored safely in the meantime.	R&R
GSR 14	Develop associated General Data Protection Regulations (GDPR) policies, procedures, guidance documentation to ensure legal compliance.	Amber	Training/meetings are still in progress with the Local Area Liaison Officers and the Community Action Teams to discuss local arrangements and ensure Information Sharing Protocols are in place where relevant. These are continuing to be added to the inventory. Several meetings have had to be re-arranged due to the holiday period and conflicting priorities across the organisation.	SPPC
GSR 15	Implement the recommendations of the Legal Services Review.	Amber	Procurement of external legal firms has been carried out by the Scottish Government Framework. Contracts will be awarded in August, slightly beyond the milestone deadline. Senior Solicitors have been recruited and will start with the Service in August 2019. A further Solicitor and Trainees are to join the team in September/October. An initial training plan for client departments has been created with further training to be developed in Quarter 2. Initial workflow development has taken place as well as the development of a Legal Services section on iHub further work on these will progress over the course of the year.	FCS

## 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 Workplan has been agreed and progress for this year has been highlighted to the Corporate Procurement Steering Group. The Procurement and Commercial Improvement Process Assessment was completed and SFRS were awarded the highest level of performance scoring 81%. Improvement actions are being developed.	FCS
T 3	Proactively manage our asset base and target investment where it delivers best value.	Green	This action is progressing well with all the milestones on target. This includes the approval of a new Asset Management Strategy in June as well as progressing the sale of surplus property at Mounthooley and the development of a business case for a West Asset Resource Centre.	FCS
T 4	Enhance Service Improvement guidance to support process review/redesign.	Amber	Scottish Government has delayed handover of this training package due to delays with their quality assurance processes. Handover is now anticipated by the end of August 2019 which impacts on the timelines of this action.	SPPC
T 5	Ensure that the SFRS operational response can exploit the opportunities that Service Redesign provides.	Green	Response and Resilience are in regular consultation and engagement with all Transformation Project Leads to fully assess the impact and to exploit the opportunities service redesign provides. Response and Resilience Annual Operating Plans are being reviewed to allow planning for the significant workload these projects are expected to generate.	R&R

## Strategic Priority - Transformation

Ref	Action	RAG	Commentary	Function
T 6	Develop Transformation Programme Delivery Plan.	Green	The draft Transformation Programme Delivery Plan has been developed and will be submitted to the Transformation and Major Projects Committee in August 2019.	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. The Draft Transformation Programme Benefits Realisation Plan will be submitted to the Transformation and Major Projects Committee in August 2019.	SPPC