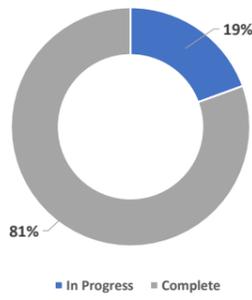


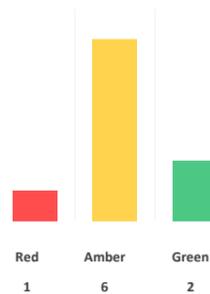
HMFSI Audit Scotland - Action Plan Progress

Updated	Next Update
Feb-21	May-21

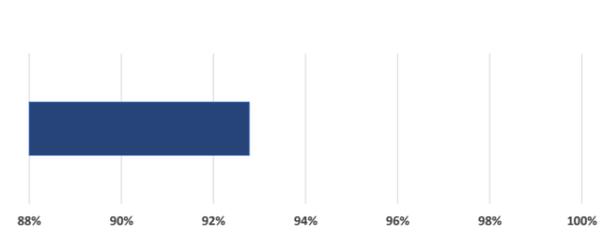
Status	Count
In Progress	7
Complete	29



In Progress RAG Rating



Overall Progress 93%



Audit Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
1a. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular agree as soon as possible, revised terms and conditions for its uniform staff that reflect the changes to the role as planned, as part of the programme for transformation.	1a.2	Complete the standardisation of RDS specific terms and conditions, including implementation.	Linda MacKenzie	Oct-19	Sep-21	In Progress	14 October 20: NJC Secretaries proposed a date for a meeting to attempt to reach resolution via the Resolution Advisory Panel, however, the FBU were unavailable. An alternative date is therefore being sought. 17 February 21: The National Joint Council Resolution Advisory Panel (RAP) meeting took place in Quarter to assist in reaching agreement on package of Terms & Conditions. SFRS is currently considering recommendations from the RAP chair. If an agreed position can be reached, an implementation and communications plan will commence in Quarter 4.	85%		Amber	
1a. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular agree as soon as possible, revised terms and conditions for its uniform staff that reflect the changes to the role as planned, as part of the programme for transformation.	1a.3	Negotiate a revised reward package and terms and conditions which reflect a broadened Firefighter role.	Linda MacKenzie	Dec-21		In Progress	14 October 2020: The strategic direction is being considered by the Strategic Leadership Team. 17 February 21: A formal closing report is due to be submitted to the Senior Management Board to formally close the Terms and Conditions Project. If agreed, it is recommended that this action closed off.	50%		Red	
2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.3	Identify an appropriate suite of local performance measures to support local challenge and evidence continuous improvement.	Alison Hastings/ Chris Fitzpatrick	Mar-20		In Progress	14 October 2020: Draft list of Key Performance Indicators for Service Delivery Areas are still to be confirmed. Consultation with Local Senior Officers is progressing with fortnightly meetings. A further review of this work stream has indicated more work is required than originally anticipated. This has impacted upon the percentage completed which as seen a reduction from 50% to 25%. 17 February 21: No progress has been made this quarter. The draft list of Key Performance Indicators for Service Delivery Areas are still to be confirmed. Consultation with Local Senior Officers is progressing, however, timescales are currently being led by them. The next meeting is due to take place mid-February.	25%		Amber	
2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.4	Develop effective performance reporting so that performance information is communicated and used throughout the organisation.	Alison Hastings/ Chris Fitzpatrick	Aug-20		Complete	14 October 2020: Work continues on InPhase to acknowledge the recommendations for improvements fed back from the Board and Strategic Leadership Team during the Quarter 1 review. The task is now in-hand to complete these recommendations for the Quarter 2 review in November 20. 17 February 21: The improvement work noted above was delayed due Covid but this has now been completed for Quarter 3 and will be submitted to the Service Delivery Committee. Whilst this work on the report has now been completed, further development to ensure we continually improve our reports has been identified and this will be taken forward as business as usual.	100%		Green	Quarter 3 Service Delivery Committee Quarterly Report. Quarter 3 Combined Risk and Performance Report.
2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.5	Develop Training and Development Programmes to build knowledge and understanding of performance management.	Alison Hastings/ Chris Fitzpatrick	Mar-20		In Progress	14 October 2020: Due to capacity issues, this action has not progressed within the period. 17 February 21: Due to capacity issues, this action has not progressed within the period.	30%		Amber	
2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.6	Procure and implement a performance management system to support delivery of the PMF.	Alison Hastings/ Chris Fitzpatrick	Mar-20		In Progress	14 October 2020: Temporary agency support was secured to enable short-term development of InPhase. Further development is still required and a substantive role has been agreed, with recruitment commencing in the Autumn. In the meantime, the Combined Board Report can now produced via InPhase and work is progressing to populate Strategic/Directorate risks into the system. 17 February 2020: A substantive Data Services Developer began employment in January to support the development of the performance management system. Development work continues to populate Strategic/Directorate risks into the system. This work is also being used to streamline and strengthen the process of inputting Action information.	90%		Amber	
5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.	5.1	Re-launch Equality Impact Assessment Process on iHub.	Elaine Gerrard	Nov-19	Mar-21	Complete	14 October 2020: Work continued to be delayed in Quarter 2 due to Covid19 reprioritisation of workload within the Equality and Diversity Team. Work recommenced in late Quarter 2 and it is anticipated that the overall deadline remains achievable. 17 February 20: This audit recommendation was closed in February 2020 by Mark McAteer. Equality Impact Assessments accompany Board papers and are published on the SFRS website. The action to re-launch the Equality and Human Rights Impact Assessment process is contained in the AOP for completion in 2021/22. The element of the recommendation to eliminate the gender pay gap was realigned out of this recommendation in February 2020 as it is unrelated to the equality impact assessment process.	100%		Green	

5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.	5.3c	Develop and implement fair and equitable Pay and Reward strategies. Proposed change: Develop and establish fair and equitable Pay and Reward Frameworks	Linda MacKenzie	Mar-20	Mar-21	In Progress	14 October 2020: The Cycle To Work spend was increased as planned from August 2020. Work is now being undertaken to develop a one off Covid-19 Recognition Process for 2020/21. Work will begin in Quarter 4 in relation to statutory Gender Pay Gap reporting. 17 February 21: Work continues to standardise Terms & Conditions for final employee groups, with collective bargaining at final stages for both. Following Strategic Leadership Team approval, the Covid-19 Recognition scheme was launched during Quarter 3 and a recognition panel is now established to meet and award outcomes within Quarter 4. The full recognition scheme will be launched and promoted in 2021/22.	80%			
5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.	5.3e	Improve Equality Data Gathering and monitoring processes.	Siobhan Swanney/Rachael Scott	Mar-20	Mar-21	In Progress	14 October 2020: Communications to take place in Quarter 2/3 to encourage employees to share their sensitive data to improve data gathering. This will assist in informing decision making, for example with regards where to direct positive action activity to seek to diversify the workforce. SFRS' Balancing the Workforce Profile Action plan sets out a range of actions which are being progressed, including those which seek to reduce the gender pay gap. This includes positive action initiatives, reviewing our recruitment and selection processes to ensure these are free from bias, reviewing and developing supportive and inclusive employment policies and ensuring effective data capture. Our leadership development frameworks and our commitment in terms of the Scottish Living Wage will also assist in addressing the gender pay gap. 17 February 21: Communication to encourage employees was issued in Quarter 3 and will be a rolling programme of communications. This is incorporated into the Positive Action Strategy and the Balancing the Workforce Profile Action plan to ensure continuous improvement in this area.	80%			
1. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service.	1.1	Publish documentation, High Level Plan that provides a blueprint to support the delivery of the organisation's vision.	Ian McMeekin	Mar-19		Complete		100%	Jan-20	✓	The High Level Plan was approved by the Board on 31 January 2020.
1. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service.	1.2	Undertake an organisational P3M3 Assessment, and supporting actions, to understand and enhance the Service's programme and project maturity levels.	Darren Riddell	Aug-19		Complete		100%	Jan-20	✓	P3M3 assessments will be replaced by a Scottish Government Gateway Review which will assess project maturity levels.
1. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service.	1.3	Embed Portfolio, Programme and Project management skills within the organisation's Leadership Pathway.	Gillian Buchanan	Mar-19		Complete		100%		✓	Portfolio, Programme and Project management skills have been embedded into Supervisory, Middle and Strategic development Pathways. In-house Project Management course also in development.
1. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service.	1.4	Revise the Programme Office Board governance arrangements to support the management of both Service Transformation and business as usual activities.	Darren Riddell	Dec-19		Complete		100%		✓	Restructure of Programme Office Board was undertaken. This was supported by a review of Programme Office Board and TMPC activities.
1. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service.	1.5	Develop a Programme Office Communications Strategy to communicate key updates and information to Executive Leads and Project Managers.	Darren Riddell	Jul-19		Complete		100%		✓	New dashboard in place to provide Project/Programme overview. Engagement process to hold meetings between Programme Office and Project management teams in place.
1a. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular agree as soon as possible, revised terms and conditions for its uniform staff that reflect the changes to the role as planned, as part of the programme for transformation.	1a.1	Implement revised standardised terms and conditions for uniformed staff.	Rachael Scott	Mar-20		Complete		100%		✓	Collective agreement reached. Revised terms implemented on a phased basis from June 2018, October 2018 and January 2019 along with supporting policies and processes.
1b. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular ensure through comprehensive and up-to-date workforce planning that it has the right skills and capacity in place to deliver its programme of transformation effectively.	1b.1	Provide the appropriate number of Trainee Fire Fighters to meet the needs of the SDA retirees as identified in the workforce planning.	Jason Sharp	Apr-19		Complete		100%		✓	A Workforce and Strategic Resourcing Plan has been published detailing processes to ensure the Target Operating Model is resourced.
1b. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular ensure through comprehensive and up-to-date workforce planning that it has the right skills and capacity in place to deliver its programme of transformation effectively.	1b.2	Provide the appropriate national campaigns at CM – AM to meet the needs of the SDA retirees as identified in the workforce planning.	Jason Sharp	Apr-19		Complete		100%		✓	A Workforce and Strategic Resourcing Plan has been published that details how campaigns will be scheduled.
1c. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular agree a long-term strategy for asset management and a medium term asset management plan by December 2018 that reflects the aims of transformation.	1c.1	Develop and gain approval for a corporate asset management strategy.	Sarah O'Donnell	Jun-19		Complete		100%	Jun-19	✓	The Asset Management Strategy was approved by the Board on 27 June 2019.
1c. The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular agree a long-term strategy for asset management and a medium term asset management plan by December 2018 that reflects the aims of transformation.	1c.2	Deliver planned capital investment in line with the approved programme.	Sarah O'Donnell	Mar-19		Complete		100%		✓	Planned capital investments for 2018/19 delivered in line with amended and approved programme of works.
2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.1	Communicate the expectations of the PMF.	Alison Hastings	Mar-19		Complete		100%		✓	The PMF has been published on the website and staff intranet.

2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.2	Identify an appropriate suite of performance measures to support challenge and evidence led decision making at multiple levels.	Alison Hastings/ Stuart Ross	Mar-19	Complete		100%	✓	Revised suite of performance measures have been published with the PMF. A change point process to identify changes in trends has also been implemented.	
2. The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.	2.7	Develop performance indicators with partners so SFRS contribution to joint outcome improvement can be measured.	Mark McAteer	Mar-20	Complete		100%	✓	This action will be progressed by the Community Planning Improvement Board. AS this action is no longer under our control, it has been closed.	
3. The Scottish Fire and Rescue should with its national partners and the support of the Scottish Government, establish and begin implementing plans by December 2018 to progress the Reform Collaboration Group's (RCG) Strategy and vision for partnership working.	3.1	Workshop scheduled to develop the delivery plan on 13.08.2018.	Mark McAteer	Dec-18	Complete		100%	✓	Collaboration Strategy developed.	
3. The Scottish Fire and Rescue should with its national partners and the support of the Scottish Government, establish and begin implementing plans by December 2018 to progress the Reform Collaboration Group's (RCG) Strategy and vision for partnership working.	3.2	A recruitment plan is underway to resource this priority area.	Mark McAteer	Dec-18	Complete		100%	✓	SFRS Collaboration Officer is now in post.	
3. The Scottish Fire and Rescue should with its national partners and the support of the Scottish Government, establish and begin implementing plans by December 2018 to progress the Reform Collaboration Group's (RCG) Strategy and vision for partnership working.	3.3	Implement performance reporting arrangements to ensure SFRS Board have an oversight of RCG progress against Collaboration Strategy Delivery Plan	Mark McAteer		Complete		100%	✓	Papers are circulated to the Board. This will continue as BAU and the action will be closed.	
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.1	Develop draft Planning and Evaluation policy and procedure.	Stephen Wood	Mar-19	Complete		100%	Apr-19	✓	Planning and Evaluation Policy published in April 2019.
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.2	Run Pilot initiatives and seek internal and external comment.	Stephen Wood	Mar-19	Complete		100%		✓	Pilot initiatives ran in each SDA area. External evaluation consultant engaged,
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.3	Finalise Policy and Procedure for consultation.	Stephen Wood	Apr-19	Complete		100%	Apr-19	✓	SLT approved the Policy on 23 April 2019.
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.4	Identify appropriate governance route.	Stephen Wood	May-19	Complete		100%	Apr-19	✓	Governance route approved by SLT on 23 April 2019.
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.5	Finalise Policy and Procedure prior to implementation.	Stephen Wood	Jun-19	Complete		100%	Apr-19	✓	SLT approved the Policy on 23 April 2019.
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.6	Identify training needs and develop implementation plan including go live date.	Stephen Wood	Jul-19	Complete		100%	Jun-19	✓	Training plan agreed and implemented in June 2019.
4. The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.	4.7	Implement policy and procedure.	Stephen Wood	Aug-19	Complete		100%		✓	Policy published and training plan implemented.
5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.	5.2	Evaluate completion rates of Equality Impact Assessments within Board decision making processes.	Elaine Gerrard	Dec-19	Complete		100%	Mar-20	✓	Record of Board papers show that papers are accompanied by Equality and Human Rights Impact Assessments.
5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.	5.3a	3a. Maximise attraction from under- represented groups for all SFRS vacancies.	Karen Lewis	Mar-20	Complete		100%	Mar-20	✓	SFRS Positive Action Strategy 2019-22. The Positive Action Strategy will focus on a number of key areas to address underrepresentation in both uniform and support staff roles. These areas include improving the attraction and recruitment of underrepresented groups; ensuring a positive working environment which supports the needs of a diverse workforce; support for career progression and personal development and ensuring the quality and accuracy of workforce data. SFRS Balancing the Workforce Profile Action plan

<p>5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.</p>	<p>5.3b</p>	<p>Improve access to/support career development for underrepresented groups.</p>	<p>Karen Lewis</p>	<p>Apr-20</p>		<p>Complete</p>		<p>100%</p>	<p>Mar-20</p>	<p>✓</p>	<p>SFRS Youth Employment Strategy. Modern Apprenticeship Scheme. Career Ready Scheme. Carer Positive Scheme. SFRS Positive Action Strategy 2019-22. SFRS Balancing the Workforce Profile Action Plan.</p>
<p>5. The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.</p>	<p>5.3d</p>	<p>Review and develop supportive Employment Policies and Procedures.</p>	<p>Mary Corry</p>	<p>Mar-20</p>		<p>Complete</p>		<p>100%</p>	<p>Mar-20</p>	<p>✓</p>	<p>The Service has in place a suite of standardised SFRS policies and procedures. These continue to be reviewed as part of a business as usual approach and to respond to legislative changes and business need as required. SFRS will continue to seek to enhance its policies and arrangements to ensure these remain attractive and supportive whilst achieving business aims.</p>