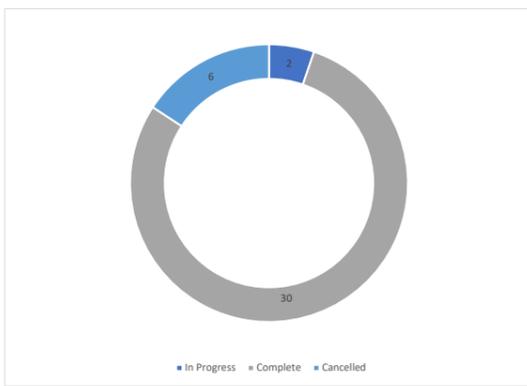


HMFSI Fleet & Equipment - Action Plan Progress

Updated	Next Update
May-21	Aug-21

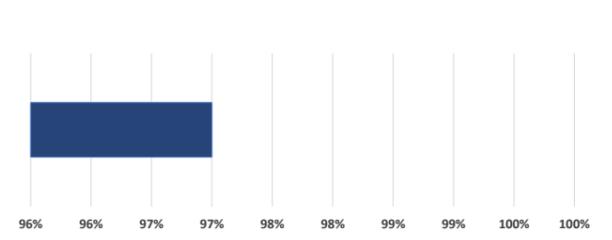
Status	Count
In Progress	2
Complete	30
Cancelled	6



In Progress RAG Rating



Overall Progress 97%



HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
4b. This will assist with a more efficient use of resources and increase the number and quality of spare vehicles.	4b.1	Review and prepare a programme and report for upgrading of spare fleet appliances.	Scottish Fleet Manager	Jan-20	Apr-21	Complete	17 February 2021: Due to the Covid-19 impact the Asset Management Liaison Board has been cancelled. A paper has been completed by the Fleet Manager for approval to reduce average age of reserve fleet. A new revised due date of April 21 is requested. 19 May 21: This action is now complete. A paper has been completed on average age of Reserve fleet after the implementation of 30 new pumps across the Service.	100%	May-21	Green	Average Age of Fleet Paper.
21. Wi-Fi should be upgraded to cover all workshops areas in order to optimise the use of Wi-Fi enabled workshop equipment.	21.1	Fleet Services will ensure Wi-Fi connectivity is achieved within the 4 ARCs.	Iain Morris Head of Asset Management	Sep-20	May-21	In Progress	17 February 2021: ICT works underway to introduce Wi-Fi connectivity into all four workshop sites. This work is due to be completed by the end of May 2021 and a revised due date is requested. 19 May 21: The WIFI Rollout is in progress throughout the four Asset Resource Centres. It is anticipated that the work will be completed by the end of May 21.	95%		Green	
25. The SFRS should consider adopting a standardised Imprest stocking system or similar, across all of its sites to greatly enhance efficiency. At the time of writing we understand that Police Scotland and the Scottish Ambulance Service are tendering together for an Imprest system and the SFRS should explore the potential to work in partnership with this project.	25.1	1. A review of stock holdings will be initiated and this will consider if impress stock is actually the best method of providing this service. (Note all our fleet tenders are discussed with both Police and SAS)	Scottish Equipment Manager	Oct-20	Aug-21	Complete	17 February 2021: The impress stock clarification with Tech-One is now under review and collaborative working with Police Scotland and the Scottish Ambulance Service is being undertaken as business as usual. Several issues, including COVID, has impacted on the timeline. A revised due date of August 2021 is requested. 19 May 21: This action is now complete. The review has been undertaken and consultation has taken place with the Tech-One Administrator and it has been confirmed that the current configuration of Tech-One does not support impress stock. However, this will be reviewed when the new integrated People, Training, Finance and Assets System is implemented over the next few years.	100%	May-21	Green	
26. The SFRS should introduce national guidance on responsibility for the movement of vehicles for service and maintenance. It is our opinion that this work is not the best use of a mechanic's or equipment technician's time.	26.1	A national procedure will be developed and implemented.	Scottish Fleet Manager	Dec-20	Apr-21	In Progress	17 February 2021: Due to the Covid-19 impact the Asset Management Liaison Board (AMLB) has been cancelled. A paper has been prepared on the time spent by workshops staff on vehicle movements and will be presented at the next AMLB. 19 May 21: Four new Driver posts have been requested to resource a new national procedure which will transfer responsibility for movement of vehicles from mechanics to drivers. These posts have been agreed by the Strategic Leadership Team and recruitment will now progress accordingly. This action has been marked amber as the revised due date has passed.	85%		Amber	
32. After a sufficient period of time has elapsed, the SFRS should carry out a detailed evaluation of the introduction and effectiveness of the RRUs introduced into operational service, in order to inform future provision. In general, greater collaboration between R&R workshop and SD staff on vehicle and equipment projects is desirable.	31.1	Year one post implementation evaluation to be carried out to consider the use, deployment, benefits and dis-benefits identified. (18/24 months after last RRU is on the run). Amend to: Carry out post implementation evaluation in line with Operational Strategy Concept of Operations.	David Farries	Mar-22		Complete	17 February 2021: The RRU BAU review process is ongoing through the Operational Assurance process. The RRU type of appliances, firefighting media and strategy and strategic location of these vehicles all form part of the Operational Strategy being produced by the Operations Function within Service Delivery and contained within the 21/22 AOP. 19 May 21: Operational Strategy Framework now produced and includes all aspects of evaluation of firefighting appliances and extinguishing media. This update supersedes this action and we request that RRUs are included and considered alongside all appliances and equipment in the relevant Operational Strategy Concept of Operations action. If agreed, this action can be closed.	100%		Green	RRU Mobilisations UHPL in use
1a. The SFRS should continue to invest in its workshops infrastructure in order to upgrade or maintain all facilities to a recognised national standard. Lessons learned from previous workshops projects should be incorporated into the new facility planned for the West SDA. The Project Board should maintain representative body and workforce participation.	1a.1	SFRS will continue to invest in all its workplaces, our key priority will be the relocation and modernisation of the Cowcaddens Workshops. An options review will be carried out with a recommendation submitted to the Board by October 2019.	Iain Morris	Mar-20		Complete		100%	Sep-20	Green	Final building specification agreed and documented. Project Brief Project Dossier
1b. All workshop sites should work in greater collaboration in order to encourage joined up thinking and standardise national practices.	1b.1	Fleet Services will initiate an internal working group to review and agree all the workshops national standard practices and documentation.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar-20		Complete		100%	Jul-20	Green	All Fleet Workshop managers meetings agenda and minutes documented and shared on Fleet Intranet site.
1c. There should be a clear delineation of roles and responsibility for all stakeholders in respect of the Fleet Function.	1c.1	A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul-19		Complete		100%		Green	Communications has taken place with all Fleet employees to ensure that they are aware of their roles and understand their reporting lines.
2. The Scottish Government has recognised that the SFRS inherited a substantial capital backlog from the eight legacy services and has worked closely with the Service to identify and provide levels of increased capital funding. However, in order to continue to address this backlog the SFRS should continue to endeavour to secure appropriate capital funding to support the Service's future requirements.	2.1	NO ACTION REQUIRED.				Cancelled				Green	This has already been completed with the publication of the Long Term Financial Strategy in 2017 and the last Audit Scotland Report. SFRS will continue to lobby for additional funding streams from Scottish Government and will work towards addressing the backlog investment issues. A further updated in-depth Fleet Presentation was presented to SG Sponsorship Team and Finance Section on 20 August 2019.
3. The SFRS should consider a review of the relationship between the Fleet Function and the end user with a view to a more focused approach on customer satisfaction, thus achieving greater accountability and understanding of expectations from both partners.	3.1	SFRS doesn't recognise that any structural changes are required. However, the Asset Management Liaison Board is now a strategic meeting which takes place every 6 weeks and its membership is fully reflective of all of the end users of Fleet and Assets.	Iain Morris	Aug-19		Complete		100%		Green	Asset Management Liaison Board takes place every 6 weeks and its membership is fully reflective of all of the end users of Fleet and Assets.

4a. New concept vehicles and equipment should be thoroughly trialed and evaluated in order to ensure suitability, quality and Best Value before further roll-out. They should also be assessed for their impact on equality. New vehicle projects should incorporate a planned multi-departmental timeline to streamline a smooth transition into service.	4a.1	Ensure that all stakeholder departments are involved within the specification procurement and deployment of all new concept appliances.	Fleet Manager	Jul-19	Complete		100%	✓	This is now a standard approach for the User Intelligence Group (UIG) that form the specification and procurement process. Any new concept vehicle or vehicles will be authorised and commissioned at the Asset Management Liaison Board. Full project management procedures will be deployed to ensure their efficient and collective deployment across the service.	
5. The driver training fleet should be modernised to increase reliability and include vehicles with new technology, so drivers can develop appropriate skills from the outset or to meet the requirements of new technology.	5.1	Review and prepare a programme and report for upgrading of TED Driver Training appliances	Scottish Fleet Manager	Mar-20	Complete		100%	Jul-20	✓	3 new appliances dedicated to Driver training fleet along with refreshed roll-on fleet.
6. The strategy for technology employed in the governance, management and control of assets should be reviewed to produce and implement a modernised, standard approach for all stakeholders.	6.1	Asset Management will review and introduce a new or upgraded electronic asset management system.	Iain Morris	Mar-20	Complete		100%	Jul-20	✓	Version 9 of Tranman implemented and training complete.
7a. All workshop managers should incorporate condition scoring into their fleet governance to better inform vehicle replacement assessment, rather than age alone.	7a.1	The Regional Scottish Fleet Managers will introduce and monitor the national condition scoring within the ARCs that currently aren't recording this.	Regional Scottish Fleet Managers	Aug-19	Complete		100%		✓	Process now deployed across all of the 4 ARCs.
7b. The SFRS should review its Transport Strategy to better reflect the inclusion of condition scoring into the overall process.	7b.1	The Scottish Fleet Manager will review the strategy and ensure that condition scoring is explicit within the document.	Scottish Fleet Manager	Aug-20	Complete		100%	Oct-20	✓	New Standard inspection sheet with revised condition scoring implemented in all vehicle workshops.
8. The SFRS should embrace greater interdepartmental collaboration in respect of procurement of new vehicles and equipment with more focus on workshop and end user involvement. This should include multi-departmental evaluation following each procurement process, in order to compile organisational learning to inform and improve future project management.	8.1	NO ACTION REQUIRED. This is already captured and is covered under Recommendation 4. The actions that SFRS has taken to address this are the same as recorded for this recommendation.			Cancelled					See recommendation 4.
9. The SFRS should continue to ensure efficient workforce planning in respect to procurement staff with the monitoring of market allowances and horizon scanning for efficient succession planning. In order to ease capacity issues, the SFRS should investigate opportunities for collaborative procurement with other public-sector bodies where there is commonality.	9.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.			Cancelled					SFRS monitors market allowances on a two year basis and where there is a change in the market demand this can be referred to market allowance panel outside this time horizon. SFRS currently seeks opportunities for collaboration and will continue with this requirement.
10. The Procurement Department should work closely with TED in the inclusion of training packages within procurements to benefit all aspects of training. TED should then manage its provision.	10.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.			Cancelled					All stakeholders are included in the UIG and TED requirements are incorporated where required.
11. The Procurement Department should work closely with workshops managers to maintain a quick and easy method of authorising the throughput of spare parts to reduce the time that vehicles are out of service awaiting spare parts sign off.	11.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.			Cancelled					SFRS has a set of internal controls that ensures orders above £4,000 are routed to procurement to confirm contracts are in place. This requirement will continue as to remove could lead to breach in standing orders and procurement legislation.
12. The SFRS should investigate further collaboration opportunities with emergency service partners. For example, shared maintenance and repair contracts in remote areas, shared workshops space, shared peer review and quality assurance and procurement of spare parts.	12.1	SFRS will strengthen its relationships with all the other emergency service partners and create a shared services activity schedule on our intranet site.	Iain Morris	Mar-20	Complete		100%	Jul-20	✓	Joint Asset Sharing Group agenda and minutes.
13a. The SFRS should undertake a review of working practices within the Fleet Function with a view to maximising overall staff output, improve staff development, secure Best Value and improve staff morale.	13a.1	A review will be initiated by the Regional Managers to look at all working practices and to agree and implement a new national performance based process. All the appraisal interviews will be completed and action plans developed.	Scottish Fleet Managers & Regional Scottish Fleet Managers	Mar-20	Complete		100%	Mar-20	✓	A series of performance reporting tiles have been implemented into the fleet management system.
13b. The SFRS should also consider a national on-call procedure for mechanics.	13b.1	Fleet Services will develop a new national on call procedure for mechanics.	Scottish Fleet Manager	Dec-20	Cancelled		100%			Following discussions with representative bodies colleagues at the Trade Union Liaison meeting on 23 June 2020 it was agreed that the stand-by arrangements should be maintained as area specific. This action is no longer required.

14a. The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.	14a.1	A succession plan will be developed and a report presented to Director of FCS for consideration.	Scottish Fleet Manager	Mar-20		Complete		100%		✓	Report on age profile of staff is now completed.
14b. The SFRS should also investigate the use of apprenticeships within the Fleet Function to promote a skilled workforce for the future.	14b.1	The Head of Asset Management will review and explore the possibility of introducing several apprenticeships across the 4 ARCS.	Scottish Fleet Manager	Aug-19		Complete		100%		✓	Funding has been secured for four apprentices, one for each ARCS. New apprentice posts have been secured.
15. The SFRS should consider what information the Fleet Function shares in terms of performance management and consider whether it best meets the needs of its customers.	15.1	Fleet Services will prepare a new suit of KPIs and these will be submitted and discussed at the AMLB for monitoring.	Iain Morris & Scottish Fleet Manager	Mar-20		Complete		100%			KPIs
16. The Fleet H&S handbook should be implemented across all workshops sites. This would assist in workshops staff embracing cultural improvement in H&S and increasing near miss reporting in order to maximise organisational learning.	16.1	Fleet services will produce and issue a new revised Health and Safety Handbook.	Scottish Fleet Manager	Aug-19		Complete		100%		✓	Revised Health and Safety Handbook has been issued.
17. A training plan stemming from the H&S training gap analysis should be fully implemented for workshops managers in order to mitigate this organisational risk. Also, a gap analysis on H&S training should be carried out for mechanics and equipment staff in order to design and implement a training plan which will again mitigate organisational risk.	17.1	A Health and Safety Gap analysis will be completed and a training plan will be developed and implemented across all four ARCS.	Scottish Fleet Manager & Regional Scottish Fleet Managers	May-20		Complete		100%	May-20	✓	Training Matrix for all Health & Safety training requirements developed and implemented along with National Health & Safety action plan.
18. The SFRS having invested in an upgraded version, should fully assess whether Tranman is a suitable platform on which to build the management of all of its hard assets for the future. If so, it should give due consideration to future proof the system by the introduction of, a national standard for its usage. This should be supported by a thorough data cleansing programme and a training package for all staff who are required to use it.	18.1	SFRS has considered Tranman to be the platform for its fleet asset base for the foreseeable future. A new version (9) will be introduced and a full data cleanse will be initiated. This will also include a single operational process across all SFRS Sites.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar-20		Complete		100%	Jul-20	✓	Roll out of Tranman Version 9 across all workshop sites is complete along with a training package to all users. Tranman Version 9 working group minutes available on Fleet sharepoint site
19. The SFRS should explore with vehicle and equipment providers, the provision of a cover sheet which would detail all data input requirements for Tranman, including all separate warranties to allow for simple, standardised upload onto Tranman.	19.1	A standard procedure/process will be developed by Fleet Services and implemented	R&D Support Officer	Mar-20		Complete		100%	Jul-20	✓	Standard pre-delivery inspection sheet.
20. As long as the SFRS continue to use Tranman it should ensure that it is interfaced with Technology One in order to accurately manage budgets and recognise full life costs.	20.1	This is aligned to ACTION 15 Above and will form part of the KPIs	Iain Morris Head of Asset Management	Mar-20		Complete		100%	Mar-20	✓	
22. A tracking system should be considered for the full fleet in order to improve efficiency in tracking and managing vehicle stock, the security of lone workers and to guard against vehicle misuse and theft.	22.1	An AVLS system this will be deployed across all the light fleet for better utilisation of the fleet.	Scottish Fleet Manager	Jun-19		Complete		100%		✓	AVLS system has been deployed across the light fleet.
23. Vehicle servicing in all areas should be fully audited in order to identify any major omissions, with an action plan generated to mitigate organisational risk. This should be coupled with a full evaluation of the vehicle maintenance schedule and inspection sheets in order to fully assess their suitability and cost effectiveness over the long-term.	23.1	A new independent audit and review section will be introduced to review and audit all the ARCs documentation and schedules.	Iain Morris Head of Asset Management	May-20	Sep-20	Complete		100%	Aug-20	✓	Asset Management project governance staff trained in requirements to audit by the FTA.
24. Workshops managers should ensure the availability and visibility of vehicle maintenance schedules so that SD can implement measures to limit the operational impact of vehicle reductions or changeovers. The availability and location of this schedule should be advertised to all end users.	24.1	1. A new procedure will be developed in conjunction with Service Area DACOS, to ensure that transparency and efficiency is achieved with regards to scheduling of services.	Scottish Fleet Manager	Dec-19		Complete		100%	Jul-20	✓	Intranet access to all station personnel has been granted whereby they can view open jobs and length of time vehicle has been in the workshop.
27. Consideration should be given to grouping vehicle inspections in remote rural areas, to cut down on travel time and improve efficiency. Again, working in partnership with other emergency services could provide benefit. Consideration should also be given to outsourcing more work in remote rural areas, when it is not cost effective to do so in-house	27.1	A review of the rural servicing schedules will be initiated and consider the recommendations stated.	Scottish Fleet Manager	Jun-19		Complete		100%		✓	All the schedules have been reviewed and realigned to minimise disruption.
28. Policy needs to be clear on the requirement, or not, of TED led driver familiarisation when driving an unfamiliar appliance. This aspect has been a contributory factor of appliance availability issues and in particular the use and movement of spare appliances around the country.	28.1	Refer to the MORR policy/Driver Handbook. Currently, there is a need for staff to undertake driver [familiarisation] training when staff are required to drive unfamiliar appliances. This is considered when new vehicles enter the service and, as part of the appliance relocation strategy.	DACO Training	Jun-19		Complete		100%		✓	Performance of driver training competencies incorporated with Training and Employee Development performance management processes.
29. Clarity should be given over who line manages equipment technicians in order to satisfy clear governance of their role.	29.1	A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul-19		Complete		100%		✓	Communications has taken place with ALL Fleet Employees to ensure that they are aware of their roles and understand their reporting lines.

<p>30. Communications between workshop staff and SD should be improved in order to give staff confidence in the state of vehicle repair and better plan for vehicle reduction and changeover at fire stations. The procedure for mechanics signing onto fire stations and recording when defects are fixed should be adhered to.</p>	<p>30.1</p>	<p>A national procedure will be developed and implemented. (linked to recomm. 26)</p>	<p>Scottish Fleet Manager</p>	<p>Dec-20</p>		<p>Complete</p>		<p>100%</p>		<p>✓</p>	<p>Fleet staff now required to sign in at station as protocol by all fleet and equipment staff.</p>
<p>31. The SFRS should establish a national standard for the provision of spare appliances and whether vehicles will be delivered fully kitted with equipment or not.</p>	<p>30.1</p>	<p>Fully kitted appliances would not be possible at this stage due to capital proprieties being directed elsewhere</p>	<p>Scottish Fleet Manager</p>	<p>Mar-20</p>		<p>Complete</p>		<p>100%</p>		<p>✓</p>	<p>As agreed this would be the most advantageous way of delivering new appliances. However limited capital and high demands for other projects will negate this from happening.</p>