



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Report to: SCOTTISH FIRE AND RESCUE SERVICE BOARD
Report Number: B/BS/05-15
Date: 28 MAY 2015
Report By: S O'DONNELL, DIRECTOR OF FINANCE AND CONTRACTUAL SERVICES

Subject: COMMODITY STRATEGY – COLLABORATIVE PROCUREMENT OF FACILITIES MANAGEMENT (HARD SERVICES)

1 PURPOSE

1.1 The purpose of this report is to seek approval from the Board of the proposed Commodity Strategy for the collaborative procurement, along with Police Scotland (PS), of Facilities Management (Hard Services).

2 RECOMMENDATION

2.1 The Board is asked to approve the following recommendation(s):

- That the proposed Commodity Strategy, as detailed in paragraph 6, is approved.

3 BACKGROUND

3.1 Within the Standing Orders for the Regulation of Contracts, paragraph 4.2 indicates that the Board should approve the procurement process for key strategic goods/services/works prior to the placement of any Contract Notice. The procurement of Facilities Management (Hard Services), in collaboration with Police Scotland, is deemed to be a key strategic procurement.

3.2 Facilities management encompasses a wide range of multi-disciplinary services, within the built environment, and is aimed at providing a safe and efficient working environment to support an organisation's delivery of its primary role. Typically these services can be categorised as either hard services (eg building maintenance, repair

and minor upgrade; electrical and other testing etc.) or soft services (eg cleaning, catering etc.).

- 3.3 A Commodity Strategy is a procurement plan which is developed by a cross functional team (User Intelligence Group or UIG), to optimise the benefits that can be achieved through the co-ordination of procurement activity.

4 COLLABORATIVE APPROACH

- 4.1 Under the auspices of the tri-partite collaboration group, led by the Chairs of the 3 emergency services, SFRS and Police Scotland have been working together, supported by the Scottish Futures Trust and Scottish Government Procurement, over a number of months, to develop a collaborative procurement for facilities management services, which is an identified business requirement for both services.
- 4.2 The initial concept was a 3-way collaboration which included the Scottish Ambulance Service (SAS) however from early work it became apparent that current business requirements for SAS meant the contractual timescales could not be aligned on this occasion. SAS remains committed to exploring collaborative approaches in this area and will keep this process under review for future opportunities.
- 4.3 Work was also undertaken, facilitated by the Scottish Futures Trust, to explore a wider collaboration across the Scottish Government Justice Family. Through a series of workshop sessions it was established that potential Justice partners in the Scottish Court Service and the Crown Office and Procurator Fiscal Service, being longer established bodies, had access to a more mature data set and had a wider set of business requirements. As such it was agreed that they would not join this collaboration at this stage. Both bodies have offered support from their previous experiences in this field and are interested in exploring further collaborative opportunities, possibly at the next iteration of the contract, when our business requirements can be more closely aligned.
- 4.4 Scottish Government Procurement Shared Services has agreed to support the collaborative procurement and has assigned a specific individual to work on the project.
- 4.5 A joint Project Board has been established, with representation from all partners, supported by a joint User Intelligence Group. A single Project Manager has been appointed, from Police Scotland, who will chair the UIG and report to the Project Board.

5 CURRENT ARRANGEMENTS

- 5.1 SFRS has inherited a wide range of existing processes and suppliers. None of the services within the scope of this contract are currently provided by SFRS employees.
- 5.2 The Joint User Intelligence Group has recognised a key task to manage the transition from current arrangements to the new contract without interruption to service delivery.

6 COMMODITY STRATEGY FOR THE COLLABORATIVE PROCUREMENT OF FACILITIES MANAGEMENT (HARD SERVICES)

- 6.1 A number of options to deliver this business requirement were considered by the joint Project Board and User Intelligence Group. The option selected is to tender for a single supplier collaborative contract.
- 6.2 Services within scope are detailed in Appendix A and are limited to “hard” facilities management. It was considered possible that the partnership approach may be extended to “soft” services at some future stage when business requirements for both services are more fully understood.
- 6.3 Early work by all partners has given significant focus to enabling opportunities for Small and Medium-sized Enterprises (SMEs). It is considered that, taking account of the business requirement for consistency across Scotland, this can best be achieved through seeking local delivery units within the supply chain, which can meet response times, with fair wage and fair payment commitments.
- 6.4 The joint Project Board has proposed that the OJEU restricted tender process should be adopted, and the contract duration should be for an initial 5 year period, with scope for a 2 year extension if necessary/appropriate at that time.
- 6.5 Timelines remain indicative at this stage while partner approvals are sought, however it is anticipated that the process will take around 12 months from Contract Notice until the new contract is live.

7 ANTICIPATED BENEFITS

- 7.1 The following anticipated benefits have been identified from adopting this approach:
- significant financial savings – working with partner organisations will give economies of scale and significant market interest is anticipated for this contract,
 - rationalisation of the existing SFRS contractual position and streamlining of associated processes,
 - consistent and improved service standard,
 - strategic partnership – scope to build relationships and capacity for working together, as well as sharing best practice between organisations,

- collection of robust and consistent management information for future contract development.

8 PROJECT RISKS

- 8.1 The joint project/procurement risks are outlined in Appendix B, along with the risk rating, mitigating actions and risk owner.

9 EMPLOYEE IMPLICATIONS

- 9.1 SFRS does not directly employ any of the personnel who currently provide hard facilities management services within our property portfolio.
- 9.2 As such, any employee implications would be limited to those personnel who interface with existing contractors eg local property teams, and are not expected to be material.

10 FINANCIAL IMPLICATIONS

- 10.1 Estimated annual spend included within the scope of this contract for SFRS is £4-6million. Together with Police Scotland, the estimated total annual value of the contract is £10.3-12.7million.
- 10.2 It is anticipated that this type of collaborative contract would deliver significant annual savings from existing spend.
- 10.3 There will be a charge from the Scottish Government Shared Service of c.£80,000 (including VAT), to be shared between the partners on an equitable basis.

11 LEGAL IMPLICATIONS

- 11.1 Collaborative procurement by its nature introduces legal complexities for partner organisations. These will be managed collectively where appropriate and within each partner organisation where necessary.

12 EQUALITY IMPACT ASSESSMENT

- 12.1 An Equality Impact Assessment has been undertaken for SFRS and is attached at Appendix C.
- 12.2 The Equality Act 2010 expressly states that responsibility for complying with equality duties remains with each public authority when engaged in partnership or outsourcing activities. The Scottish Fire and Rescue Service has prepared its own equality impact assessment (EIA) in relation to the proposed collaborative facilities management strategy which indicates that there is the potential to use this project to advance equality of opportunity for some equality groups who are disadvantaged in the labour market. The EIA also supports the inclusion of equalities criteria in the

contract that can be reported against and monitored to ensure that the SFRS has confidence that equalities legislation is complied with.

13 CONSULTATION ARRANGEMENTS

- 13.1 This proposal has been developed in consultation with partner organisations, Police Scotland, the Scottish Futures Trust and Scottish Government Procurement Shared Services.
- 13.2 Work was undertaken to consult with other potential partner organisations to explore the possibility of extending the collaboration. While this will not be possible at this stage it remains an option for future contracts.
- 13.3 Views were also sought from key suppliers within this market to ensure the tender approach is as effective as possible.

14 CORE BRIEF

- 14.1 The Director of Finance & Contractual Services outlined plans to undertake a collaborative procurement process, in conjunction with Police Scotland, and supported by the Scottish Futures Trust and Scottish Government Procurement Shared Services, for facilities management services. It is anticipated that this contract will generate significant financial savings, as well as improved service standards and consistent processes across Scotland.

Sarah O'Donnell
Director Of Finance And Contractual Services
28 May 2015

Services in Scope

Heating Installations
Ventilation Installations
Plumbing installations
Air Conditioning Installations
Hydraulic Lift Installations
Electric Lift Installations
Wheelchair Lift Installations
Vehicle Barriers Installation
Cantilever and Road Blocker Installations
Roller Shutter/Concertina Door Installations
Swing Gate Installations
Barrier Systems.
Automatic Door Installations
Emergency Standby Generation Installations
Fabric repairs (up to 100k - excluding VAT)
Planned improvements (up to 100k)
Minor works (up to 100k)
Energy Management
Domestic Gas Installations
Domestic Boiler Installations
CCTV Installations

Water Management
Water Cooler Installations
Fall Arrest/Fall Restraint Installations
Electric Heating Installations
Lighting Installations
Emergency Lighting Installations
Lightning Conductor Installations
Fixed Electrical Installations
Portable Fire Appliances
Dry Riser Installations
Fire Alarm Installation
Uninterruptible Power Supplies
Associated Electrical Bypass Installations
In-Service of Portable Electrical Appliances
Intruder Alarm Installations
Cell Call Installations
Panic/Affray Alarm Installations
VESDA (smoke detection) Installations
Fire Suppression Installation
Water testing
Asbestos testing
Others yet to be agreed

Risks Register

Risk ID	Risk Owner	Description of Risk	Rating Probability/Impact	Date of Assessment	Mitigating Actions	Next review date
1	CGPSS	Large Volume of Tenders submitted.	Med/Med	01/02/2015	Market analysis considers this low risk however the evaluation panel will be properly managed to ensure timescales are met.	
2	CGPSS	Specification must mirror requirements of Framework Public Bodies.	Low/High	01/02/2015	All partner bodies for each service will be actively involved in reviewing the specs	
3	SGPSS	Partners inherit a pricing risk by collaborating.	Low/High	10/3/15	Partners to have consistent level of information when tendering	
4	CGPSS	Possible legal challenge to award if procurement regulations and SPCD policy is not adhered to.	Low/High	01/02/2015	Ensure that governance and Regulations are adhered to	
5	CGPSS	Lack of opportunities for SMEs.	Med/Low	01/02/2015	The recommended option should allow for more SME participation, sub-contracting, as part of the one stop shop	
6	Partners	Robust MI around current requirements not provided.	Med/High	01/02/2015	Agree MI requirements with partners .Partner responsible for delivery of MI	
7	Partners	Partners do not provide the correct resource to support the project.	Med/Low	01/02/2015	Roles and responsibilities will be agreed at outset and captured in the Memorandum of Understanding (MOU)	
8	SGPSS	Inadequate procurement resources.	Low/High	29/3/54	Project board monitor project rescores	
8	Partners	Commercial partner lacks the capacity and capability to manage the estate.	Med/High	01/02/2015	Rigorous examination of capacity throughout process / contingency planning/ professional project managers appointed.	

Equality & Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 BASIC INFORMATION

Policy Owner	Finance and Contractual Services
E&D Practitioner	George Simmonds
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Commodity Strategy for the Collaborative Procurement of Facilities Management
Date Assessment Commenced	15 May 2015

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	SFRS have been working alongside Police Scotland, the Scottish Futures Trust and Scottish Government Procurement to develop a collaborative process to procure a third party contractor who will effectively deliver facilities management services. Initially, the procurement contract will only be for 'hard' facilities management services, which includes planned maintenance, minor works, mechanical and electrical maintenance and testing. The scope for the proposed outsourcing of services does not include cleaning or catering.
Are there any associated objectives of the function/policy (please explain)?	The provision of effective facilities management ensures that the fire service's premises are secure, accessible and safe for all employees and visitors.
Does this function/policy link with any other function/policy?	SFRS Procurement Strategy SFRS Strategic Intent
Who is intended to benefit from the function/policy and in what way?	All staff and visitors are intended to benefit from this initiative through the effective facilities management of SFRS premises.
What outcomes are wanted from this function/policy?	A transition to collaborative procurement for facilities management has been forecast to deliver process savings, economies of scale, service quality improvements, and consistency in the approach to the market across all of the partners. Additionally, it is anticipated that a collaborative approach to facilities management will produce a consistently improved standard of service that will be expected from the successful contractor. By reducing the number of contractors to one this will also enable for the efficient collection of management information that will help to ensure better contract management as well as data for

	future contract development.
What factors/forces could contribute/detract from the outcomes?	<p>The following have been identified as potential risks that could prevent the successful delivery of outcomes for the SFRS:</p> <ul style="list-style-type: none"> • By having a contract with a single supplier there is the potential that services may not be delivered if the contractor becomes insolvent. • There may also be a risk that due to the size of the contract and inclusive of geographical locations the contractor may not have capacity to deliver all the work on their own. This is likely to result in awarding work to third parties on a sub-contractor basis.
Who are the main stakeholders in relation to the function/policy?	<ul style="list-style-type: none"> • Scottish Fire and Rescue Service • Police Scotland • Scottish Government • Scottish Futures Trust
Who implements the policy and who is responsible for the function/policy?	<p>This initiative is a collaborative partnership between SFRS, Police Scotland, Central Government Procurement Shared Services (CGPSS) and Scottish Futures Trust.</p> <p>CGPSS will take the lead on the operational delivery of managing the contract once it has been agreed by all relevant parties and will be in a position to offer specialist support and guidance throughout the life cycle of the contract.</p>

PART 2 ESTABLISHING RELEVANCE

- This section is designed to determine the relevance of the function/policy to equality.
- This section also fulfils our duty to consider the impact of our activities in relation to Human Rights.
- Initial screening will provide an audit trail of the justification for those functions not deemed relevant for equality impact assessment.
- Throughout the process the evidence and justification behind your decision is more important

Q1. *The function/policy will or is likely to influence SFRs ability to....*

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010 and/or;
- Advance equality of opportunity between people who share a characteristic and those who do not and/or;
- Foster good relations between people who share a relevant protected characteristic and those who do not.

Please tick as appropriate.

	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Caring responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Social and economic disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have selected 'No' for any or all of the characteristics above please provide supporting evidence or justification for your answers.

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to equality.

The proposed strategy to work in partnership with other public bodies to have a collaborative outsourced contract for facilities management services has low direct relevance for equality and diversity.

The strategy papers have confirmed that no SFRS employees will be TUPE transferred to a

new employer as a result of the proposed outsourcing of services. This mitigates against potential exposure to risk in our capacity as an employer.

Despite the low relevance with regards to equality and diversity this project offers significant opportunities to highlight best practice and influence third party employers to use positive action in recruitment and development for disadvantaged groups within the labour market.

Overall, SFRS employees and visitors are not expected to experience any detrimental change in the levels or quality of 'hard' facilities management services that will be provided as a result of these proposals.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes **No** **Don't Know**

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to Human Rights.

The information contained within the collaborative facilities management strategy does not provide sufficient evidence to suggest that it is relevant to the Human Rights Act 1998.

This strategy is concerned with the business case and technical aspects behind a partnership approach to effectively develop a contract that will outsource facilities management services to a third party provider.

Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
Age	<p>There is no evidence to suggest that age is directly relevant as a protected characteristic in relation to the commodity strategy for collaborative FM procurement.</p> <p>The proposed community benefits outlined in the strategy document may provide an opportunity for younger people without work to gain an apprenticeship or other employment.</p> <p>The strategy document produced by the Scottish Government informs that there will be no outsourcing of staff as a result of this procurement exercise so any decision on the outsourcing of facilities management services will not involve TUPE arrangements for existing staff. This could potentially have been a greater concern for staff with longer service records.</p>
Caring Responsibilities	<p>There is no evidence to suggest that an employee's status of caring for a dependent individual will be negatively or positively impacted due to the collaborative outsourcing of facilities management services.</p>
Disability	<p>The facilities management services that are designated in scope for this strategy include the installation and maintenance of many accessibility fixtures such as wheelchair lifts and automatic doors. It is also noted that other services are yet to be agreed but that these should include access ramps, hearing loop systems and other accessibility fixtures, for example within designated toilets for people with disabilities. By ensuring that these activities fall within the scope of the facilities management contract it will advance equality of opportunity for people who have a disability.</p> <p>The proposed strategy indicates that the provision of help desk facilities are important with regards to operational communications with the third party contractor. If the development of a help desk facility is based only upon telephone contact then this may potentially discriminate against anyone who is hearing impaired. Likewise, the creation of a help desk facility that can only be accessed online may indirectly discriminate against people with visual impairments or other medical conditions, such as arthritis, that may negatively impact on their ability to use a computer.</p>

	<p>The proposed community benefits relating to targeted recruitment and development opportunities may provide job opportunities for people with disabilities.</p>
Gender Reassignment	<p>The strategy paper relating to the proposed collaborative facilities management contract provides no indication that there will be a detrimental impact on anyone who has undergone, is undergoing, or is proposing to undergo a process to transition their gender.</p> <p>No evidence could be sourced to suggest that the proposed strategy will impact on this group either positively or negatively.</p>
Marriage and Civil Partnership	<p>Marriage and civil partnership is only a protected characteristic in relation to discrimination in an employment context. As this procurement strategy does not involve the outsourcing of any employees then this protected characteristic is not considered to be relevant for assessing impact.</p>
Pregnancy and maternity	<p>The protected characteristic of pregnancy and maternity is not directly relevant to the collaborative facilities management strategy.</p> <p>Similar to other groups the inclusion of equality related criteria for contract selection as well as contract clauses specific to equality will provide an opportunity to promote equality of opportunity and fairness throughout this process. The inclusion of relevant equality related contract conditions will enable the SFRS to ensure that the selected contractors are meeting their obligations. It is also important to ensure that where any sub-contracting is a necessary requirement that equalities considerations are applied at this stage.</p>
Race	<p>Due to the technical aspects of procurement that the proposed strategy outlines there is no evidence to suggest that the collaborative exercise will have a detrimental impact (either directly or indirectly) as a result of a person's race, ethnicity, nationality or national origin.</p> <p>Evidence suggests that people from a minority ethnic background are more likely to be unemployed or earn less than their colleagues. Data from the 2011 Scottish Census indicates that you are 3 times more likely to be unemployed if you are from an African ethnicity or twice as likely if you are from a Caribbean or Black background than if you are white. Ensuring that contractor's employment policies are non-discriminatory as part of the award criteria may help to tackle this problem in Scottish society.</p>
Religion and Belief	<p>The protected characteristic of religion and belief is not directly relevant to the collaborative facilities management strategy.</p> <p>No evidence could be sourced to suggest that the proposed strategy will impact on the different identities within this group either positively or negatively.</p>
Sex (gender)	<p>The protected characteristic of sex has low relevance to the collaborative facilities management strategy. The information contained</p>

	<p>within the strategy documents did not suggest any aspects of discrimination inherent in the project.</p> <p>With regards to the advancement of equality of opportunity there is the potential for all partners in this project to influence supplier organisations and support the successful supplier to address occupational segregation within this sector. Ensuring that contractor's employment policies are non-discriminatory can help to ensure that workers who are employed to work on the facilities management contract are treated fairly regardless of their gender. Targeted recruitment may also support more women to apply for roles with the successful contractor.</p>
Sexual Orientation	<p>The protected characteristic of sexual orientation is not relevant to the collaborative facilities management strategy.</p> <p>There is no evidence to suggest that the proposed strategy will directly impact upon this group either positively or negatively.</p>
Social and Economic Disadvantage	<p>It is noted that the project has identified the payment of a living wage and fair wage agreements for contractor staff as being an important consideration in the awarding of a contract to deliver facilities management services.</p> <p>There is also the opportunity to consider what additional community benefits can be incorporated into the awarding of a contract for these services. The strategy paper indicates that there is the expectation that a level of community benefits most notably through targeted recruitment and development towards a formal facilities management or trade qualification.</p>
Human Rights	<p>This strategy paper relates to the organisational benefits and technical aspects of developing a collaborative approach to join facilities management services. There is nothing contained within this strategy which would suggest that it is relevant to the Human Rights Act 1998.</p>
Impact on people in general not covered by specific characteristics	<p>An additional potential benefit of ensuring that facilities in SFRS premises are safe and fit for purpose is that it will contribute to these locations are better places to work or visit for everyone regardless of whether they have a protected characteristic or not.</p>

Summary and Conclusion of Impact Assessment

The Scottish Fire and Rescue Service is currently exploring options to develop a collaborative approach to outsourcing 'hard' facilities management services. Although this project is currently being managed by a representative of Police Scotland, the SFRS still has a legal obligation to demonstrate due regard for the general equality duty in anything that we are involved with.

The strategic paper outlining the proposed collaborative approach to facilities management is concerned with a process to develop and chose a third party contractor who will have responsibilities for installation and maintenance work across SFRS premises. The desired outcome is that the fire service's premises are accessible, safe and secure for all SFRS employees and visitors. This strategy explains the preferred option that will deliver most benefits and will contribute to this outcome.

As this paper is predominantly 'technical' in content it is not considered to be particularly relevant to equality or human rights. The information contained within the strategy does not suggest that it may contribute, either directly or indirectly, to discriminatory practice. This then leads us to consider whether there will be scope within the strategy paper to contribute to the other two aspects of the general equality duty, which are: advancing equality of opportunity and fostering good relations between different groups. Due to the nature of the project there does not appear to be an opportunity to foster good relations as there will be no scope to tackle prejudice or promote understanding between groups. There does, however, appear to be significant scope to advance equality of opportunity through incorporating equality related award criteria and contract clauses.

When working in partnership with other public bodies the SFRS must ensure that our legal obligations for equalities are properly considered and given due regard when determining award criteria or contract clauses. To ensure that the SFRS are confident that equalities issues are given proportionate consideration is therefore recommended that SFRS staff who are involved in this project are provided with tailored equalities awareness with regards to procurement. By raising levels of knowledge concerning equality and diversity this will assist in building safeguards into the process to ensure that suppliers meet the SFRS own standards and values.

To ensure dignity for everyone who may work or visit SFRS premises it would be expected that contractor staff who will be working on SFRS buildings to demonstrate the same standards of behaviour as our own employees as outlined in the SFRS Code of Conduct. Contractor staff should be made aware that derogatory language or behaviours against individuals or groups will not be tolerated.

Conclusion

The equality impact assessment has considered the proposed strategy in relation to the SFRS equality and human rights obligations. There is no evidence to suggest that this project has anything other than low relevance to equality or human rights. However, there is scope within the project to ensure that the significant economic leverage that this project will provide can be used to ensure that appropriate equalities considerations are included in any award criteria and contract clauses.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

The collaborative facilities management strategy will be monitored through the agreement and implementation of specific award criteria and contractual clauses. This will help to determine Management Information that will be reported periodically to the partner agencies including the SFRS.

If you have provided evidence or justification for believing there is relevance to Equality or the Human Rights Act:

Q2 What will be monitored?

There is a definite requirement to ensure that equalities has been included within both the ITT award criteria and any subsequent contract clauses that are developed. Such criteria and clauses need to be relevant to ensure the outcomes of the project are achieved.

Q3 How will monitoring take place?

Monitoring will initially take place through third party responses to produce information that shows compliance with the award criteria that has been stipulated in the ITT.

Monitoring will subsequently take place through the reporting of agreed Management Information data. The precise nature of this information will be agreed as part of contractual discussions with the successful third party.

Q4 What is the frequency of monitoring?

This is to be determined as part of the contract.

Q5 How will monitoring information be used?

Management Information will be used to indicate compliance with the agreed contractual obligations.

PART 5 APPROVAL

This Equality and Human Rights Impact Assessment was completed by:

Name	George Simmonds
Date	21 May 2015

This Equality and Human Rights Impact Assessment was approved by:

Name	
Date	