

HMFSI Inspection of the Scottish Fire and Rescue Service's Management of its Fleet and Equipment Function Action Plan

HMFSI Recommendation 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.								
SFRS Current Position	SFRS have engaged with employee and trade union stakeholders to reach final design and lock down of proposed building.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
<p>1.SFRS will continue to invest in all its workplaces, our key priority will be the relocation and modernisation of the Cowcaddens Workshops.</p> <p>An options review will be carried out with a recommendation submitted to the Board by October 2019.</p>	Mar 2020	Iain Morris Head of Asset Management	Mar 2020	Green	Project Teams are preparing a report for SLT outlining the options available, this will be submitted to the October Board. However capital priorities for future years will determine the time table for this delivery.	West ARC Project Board	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

HMFSI Recommendation 1b	All workshop sites should work in greater collaboration in order to encourage joined up thinking and standardise national practices.								
SFRS Current Position	National Practices have been embedded by utilisation of standard workshop inspection process.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Fleet Services will initiate an internal working group to review and agree all the workshops national standard practices and documentation.	Jan 2020	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar 2020	Green	This group has been operating for over a year however the evidence of meetings was not available to confirm this to HMFSI. New meeting dates with minutes will be established and these will be recorded on the Fleet Intranet Site All standard documentation will be standardised by Jan 2020.	Information collated and agreed at workshop managers meetings	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 1c	There should be a clear delineation of roles and responsibility for all stakeholders in respect of the Fleet Function.								
SFRS Current Position	SFRS Have published clear structure lines for all staff.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Jul 2019	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul 2019	Complete	Communications has taken place with ALL Fleet Employees to ensure that they are aware of their roles and understand their reporting lines.	Structure agreed at Workshop Managers Meetings	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to publish Fleet Position statement paper highlighting backlogs and Capital requirements for next 5 years.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. This has already been completed with the publication of the Long Term Financial Strategy 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.	Aug 2019	Sarah O'Donnell Director of FCS & Head of Asset Management	Aug 2019	Complete	The Long-Term Financial Strategy & Audit Scotland Report was published in 2017 and this highlighted all the funding requirements for the Asset Portfolio. We can also confirm that further dialogue has taken place with SG to try and secure additional funding streams and this dialog will continue over the coming weeks and months. A further updated in-depth Fleet Presentation	Fleet position statement to be published by Scottish Fleet Manager and reported to Capital Monitoring Group and Asset Management Liaison Board	Scottish Fleet Manager	Iain Morris Head of Asset Management	

					was presented to SG Sponsorship Team and Finance Section on 20 th August 2019.				
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HMFSI Recommendation 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.								
SFRS Current Position	Asset Management meet with key stakeholders at Asset Management Liaison Board.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
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.	Jul 2019	Iain Morris Head of Asset Management	Aug 2019	Complete	In addition to the Asset Management Liaison Board meeting there is also quarterly meetings set up with the Asset Management Senior Management Team and the DACOS for each of the SDAs, TED and R&R to discuss any ongoing issues concerns or asset performance concerns.	Quarterly Meeting with SDA DACOS	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

HMFSI Recommendation 4a	New concept vehicles and equipment should be thoroughly trialled 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.								
SFRS Position	SFRS have created a full R&D department to look at future technologies and requirements for feedback to Asset Management Liaison Board.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Ensure that all stakeholder departments are involved within the specification procurement and deployment of all new concept appliances.	Jul 2019	Scottish Fleet Manager	Jul 2019	Complete	This is now a standard approach for the User Intelligence Group (UIG) that form the Specification and procurement process. In addition to this any new concept vehicle or vehicles will be authorised and commissioned at the Asset Management Liaison Board and full project management	Papers brought Before the AMLB For Agreement	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

					procedures will be deployed to ensure their efficient and collective deployment across the service.				
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HMFSI Recommendation 4 b	This will assist with a more efficient use of resources and increase the number and quality of spare vehicles.								
SFRS Position	SFRS Scottish Fleet Manager to produce paper for AMLB on current fleet position for increased reserve appliances.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
Review and prepare a programme and report for upgrading of spare fleet appliances.	Jan 2020	Scottish Fleet Manager	Jan 2020	Green	Considerations has already been given to the spare appliances within the 2019 - 2020 new appliance deployments. The Scottish Fleet Manager will prepare a briefing report on this for the	Fleet position statement to be published by Scottish Fleet Manager and reported to Asset Management Liaison Board	Scottish Fleet Manager	Iain Morris Head of Asset Management	

					January Asset Management Liaison Board.				
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS Scottish Fleet Manager to provide detailed paper outlining the requirements for Driver Training in conjunction with current fleet intake.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Review and prepare a programme and report for upgrading of TED Driver Training appliances	Mar 2020	Scottish Fleet Manager	Mar 2020	Green	All new appliances are now commissioned and allocated to the operational stations via TED. This ensures that the driver training at station level is always on the new appliances. However further meetings are taking place in August 2019 to review and upgrade the allocated dedicated vehicles assigned to TED.	Fleet position statement to be published by Scottish Fleet Manager and discussed with Director of Training	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS Moving to new version of asset Tranman Fleet Management System.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.Asset Management will review and introduce a new or upgraded electronic asset management system.	March 2020	Iain Morris Head of Asset Management	March 2020	Green	A new asset management / ICT Group has commenced and good progress has been initiated, Version 9 of Tranman will be deployed across the ARCs over the coming months.	Information to be Reported through Asset Management Liaison Board	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

HMFSI Recommendation 7a	All workshop managers should incorporate condition scoring into their fleet governance to better inform vehicle replacement assessment, rather than age alone.								
SFRS Current Position	SFRS to incorporate condition scoring into standard 13 week inspection recording.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.The Regional Scottish Fleet Managers will introduce and monitor the national condition scoring within the ARCs that currently aren't recording this.	Aug 2019	Regional Scottish Fleet Managers	Aug 2019	Complete	This is a process which is now currently deployed across all of the 4 ARCs however an audit will be carried out in September to ensure that this is being fully recorded and captured to conclude this action.	Information recorded in Scottish Fleet Managers Minutes of meetings	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 7b	The SFRS should review its Transport Strategy to better reflect the inclusion of condition scoring into the overall process.								
SFRS Current Position	Scottish Fleet Manager to review current Fleet strategy to include Condition scoring.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. The Scottish Fleet Manager will review the strategy and ensure that condition scoring is explicit within the document.	Aug 2020	Scottish Fleet Manager	Aug 2020	Green	This is planned for early in quarter 4.	Information to be reported at Asset Management Liaison Board.	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS UIG Process includes all of the recommendations contained within this action								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. This is already captured and is covered under Recommendation 4 above. The actions that SFRS has taken to address this are the same as recorded above	31 July 2019	Scottish Procurement Manager	July 2019	Complete	This is now a standard approach for the User Intelligence Group (UIG) that form the Specification and procurement process. In addition to this any new concept vehicle or vehicles will be authorised and commissioned at the Asset Management Liaison Board	Information reported to corporate procurement steering group	John Thomson Head of Finance and Procurement	Iain Morris Head of Asset Management	

					and full project management procedures will be deployed to ensure their efficient and collective deployment across the service.				
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS are now applying market allowances for these posts								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.No actions required. Situation has altered or changed considerably since the audit review. Please see our response within the progress to date column.	31 July 2019	John Thomson Head of Finance and Procurement	July 2019	Complete	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	FCS Departmental Meeting	John Thomson Head of Finance and Procurement	Iain Morris Head of Asset Management	

					outside this time horizon. SFERS currently seeks opportunities for collaboration and will continue with this requirement. No further action anticipated				
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS UIG Process includes all of the recommendations contained within this action								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.No actions required. Situation has altered or changed considerably since the audit review. Please see our response within the Progress to Date column.	31 July 2019	John Thomson Head of Finance and Procurement	July 2019	Complete	All stakeholders are included in the UIG and TED requirements are incorporated where required. No further action anticipated.	Information reported to corporate procurement steering group	John Thomson Head of Finance and Procurement	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS UIG Process includes all of the recommendations contained within this action								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. No actions required. Situation has altered or changed considerably since the audit review. Please see our response within the progress to date column.	31 July 2019	John Thomson Head of Finance and Procurement	July 2019	Complete	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. closer monitoring of workflow pool to ensure orders are being cleared	Information reported to corporate procurement steering group	John Thomson Head of Finance and Procurement	Iain Morris Head of Asset Management	

					effectively will be put in place.				
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS currently engaged with Blue light partners on various procurement projects and Joint working Programmes.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.SFRS will strengthen its relationships with all the other emergency service partners and create a shared services activity schedule on our intranet site.	Mar 2020	Iain Morris Head of Asset Management & Scottish Fleet Manager	Mar 2020	Green	Excellent progress has already been made on this with exception of all our key shared property processes, Fleet are now involved in the following areas of shared services 1. AVLS Joint Share Contract currently being Deployed 2. Consumable Spares contract (SFRS Leading)	Information and discussions with the Tri-Partite Shared Services Group	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

					<p>3. Electric Vehicles Infrastructure</p> <p>4. Shared workshop opportunities</p> <p>5. Regular contact meetings to discuss shared opportunities</p> <p>A new shared services group is now set up with Police SAS and SFRS.</p>				
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HMFSI Recommendation 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.								
SFRS Current Position	Scottish Fleet Manager to Draft a paper on fleet production levels.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
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.	Mar 2020	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar 2020	Green	This is dependent on Version 9 Tranman upgrade being completed	Asset Management Departmental Meeting	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 13b	The SFRS should also consider a national on-call procedure for mechanics.								
SFRS Current Position	SFRS Scottish Fleet Manager to review on call procedures for Scotland.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Fleet Services will develop a new national on call procedure for mechanics.	Dec 2020	Scottish Fleet Manager	Dec 2020	Green	A draft policy has already been developed but this will require further consultation and implementation. With Staff side and Operational Departments.	Paper to be produced and agreed by the Asset Management Liaison Board	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 14a	The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.								
SFRS Current Position	Scottish Fleet Manager to benchmark age profile and look to introduce apprentice mechanics across all 4 workshop sites.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. A successions plan will be developed and a report presented to Director of FCS for consideration.	May 2019	Scottish Fleet Manager	March 2020	Complete	Report on age profile of staff is now completed.	Asset Management Departmental Meeting	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

HMFSI Recommendation 14b	The SFRS should also investigate the use of apprenticeships within the Fleet Function to promote a skilled workforce for the future.								
SFRS Current Position	SFRS to introduce apprentice Technicians.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.The Head of Asset Management will review and explore the possibility of introducing several apprenticeships across the 4 ARCS.	Aug 2019	Iain Morris Head of Asset Management & Scottish Fleet Manager	Aug 2019	Complete	The Head of Asset Management has secured funding for 4 apprentices, 1 for each of the ARCS. Discussions ongoing with Scottish Fleet Manager and HR recruitment to progress these to final appointment 4 New apprentice posts have been secured and positions offered to 3	Director of FCS	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

					male and 1 female.				
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS to introduce new KPI statistics from fleet management system.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Fleet Services will prepare a new suit of KPIs and these will be submitted and discussed at the AMLB for monitoring.	Mar 2020	Iain Morris Head of Asset Management & Scottish Fleet Manager	Mar 2020	Green	The introduction of the New Tranman System Version 9 will provide the technology to produce a new suit of KPIs. This is still in the planning stages and implementation is expected by December 2019.	Progress report to be sent to director of FCS	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	Fleet Workshop Handbook to be agreed and implemented.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.Fleet services will produce and issue a new revised Health and Safety Handbook.	Aug 2019	Scottish Fleet Manager	Aug 2019	Complete	A new handbook has been produced and is in its final stages for sign off. Update, Handbook issued to all staff as a personal issue as well as tool box talk.	Information being reported back to Fleet National Health and Safety Work Group	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	Fleet Training Matrix to be designed and implemented.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.A Health and Safety Gap analyse will be completed and a training plan will be developed and implemented across all 4 ARCs .	May 2020	Scottish Fleet Manager & Regional Scottish Fleet Managers	May 2020	Green	This is in its very early stages of development and assistance is being provided from our Health and Safety Department.	Fleet Training Gap analysis to be carried out and reported to Head of Asset Management	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to look at Integration with other SFRS software programmes and to design future requirements of an asset management system.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
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.	Mar 2020	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar 2020	Green	Version 9 has been purchased and the planning and design phases of this project has commenced implementation is expected by December 2019.	Progress report to be sent to Director of FCS	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to implement standard template for collation of assets for implementing into asset database.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. A standard procedure/process will be developed by Fleet Services and implemented	Mar 2020	R&D Support Officer	Mar 2020	Green	This is dependent on Version 9 Tranman upgrade being completed	Iain Morris Head of Asset Management	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to implement system for merging of whole life costing for all assets.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. This is aligned to ACTION 15 Above and will form part of the KPIs	Mar 2020	Iain Morris Head of Asset Management	Mar 2020	Green	This is aligned to ACTION 15 Above and will	Progress report to be sent to	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

					form part of the KPIs.	Director of FCS			
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HMFSI Recommendation 21	Wi-Fi should be upgraded to cover all workshops areas in order to optimise the use of Wi-Fi enabled workshop equipment.								
SFRS Current Position	SFRS Workshop sites to have full Wi-Fi access to allow auto programming of vehicles.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. Fleet Services will ensure Wi-Fi connectivity is achieved within the 4 ARCs.	Sept 2020	Iain Morris Head of Asset Management	Sept 2020	Green	This has been reported / requested from ICT and we are awaiting a response.	Scottish Fleet Manager meeting minutes	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to procure and fit AVLS to all light fleet.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. An AVLS system this will be deployed across all the light fleet for better	Jun 2019	Scottish Fleet Manager	Jun 2019	Complete	An AVLS system has been procured by SFRS, Police Scotland, SAS	As part of light fleet review paper presented at Asset	Scottish Fleet Manager	Iain Morris Head of Asset Management	

utilisation of the fleet.					and NHS and the deployment is concluded and with all of the 759 vehicles now live on the system.	Management Liaison Board			
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS to audit process of inspection outcomes.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.A new independent audit and review section will be introduced to review and audit all the ARCs documentation and schedules.	May 2020	Iain Morris Head of Asset Management	May 2020	Green	Two members of the Asset governance team will be trained on the audit and inspection of the fleet records and scheduling section this training will be initiated by the FTA. Training courses are	Fleet Workshop Managers meetings minutes	Iain Morris Head of Asset Management	Iain Morris Head of Asset Management	

					being requested from FTA				
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HMFSI Recommendation 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.								
SFRS Current Position	SFRS to provide clarity to stakeholders regarding Scheduling of Vehicles.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
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.	Dec 2019	Scottish Fleet Manager	Dec 2019	Green	This is dependent on Version 9 Tranman upgrade being completed	Fleet Workshop Managers Meetings	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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 Impress system and the SFRS should explore the potential to work in partnership with this project.								
SFRS Current Position	SFRS to introduce impressed stock holdings across all ARC's.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
<p>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.</p> <p>(Note all our fleet tenders are discussed with both Police and SAS)</p>	Oct 2020	Scottish Equipment Manager	Oct 2020	Green	SFRS Currently undertaking procurement exercise for fleet spares and consumables. On award SFRS will discuss impress stock holdings with successful supplier	Paper to be presented to Head of Asset Management	Scottish Equipment Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS Should clarify position of moving of appliances across regions and to and from workshop sites.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.A National Procedure will be developed and implemented.	Dec 2020	Scottish Fleet Manager	Dec 2020	Green	Several discussions already taken place with SDA DACOs and R&R DACO	Paper to be drafted and presented at Asset Management Liaison Board	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to consider grouping of schedules into areas to reduce traveling time.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.A review of the rural servicing schedules will be initiated and consider the recommendations stated.	Jun 2019	Scottish Fleet Manager	Jun 2019	Complete	All the schedules have been reviewed and realigned to minimise disruption.	Fleet Workshop Managers Meeting Minutes	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	There is a requirement for the Scottish Fire and Rescue Service to provide suitable and sufficient training for staff driving emergency vehicles.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
<p>1.Refer to the MORR policy/Driver Handbook</p> <p>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.</p>	Jun 2019	T/ACO Paul Stewart for TED	Jun 2019	Complete	Performance of driver training competencies incorporated with Training and Employee Development (TED) performance management processes.	Strategic Leadership Team and Staff Governance Committee	T/ACO Paul Stewart TED	Iain Morris Head of Asset Management	

HMFSI Recommendation 29	Clarity should be given over who line manages equipment technicians in order to satisfy clear governance of their role.								
SFRS Current Position	SFRS have published clear structure lines for all staff.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1. A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Jul 2019	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul 2019	Complete	Communications has taken place with ALL Fleet Employees to ensure that they are aware of their roles and understand their reporting lines	Structure agreed at Workshop Managers Meetings	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS to provide clear communication to stations through access to fleet portal.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.A National Procedure will be developed and implemented. (linked to recomm. 26)	Dec 2020	Scottish Fleet Manager	Dec 2020	Green	A review of processes are now underway	Fleet workshop Managers Meeting Minutes	Scottish Fleet Manager	Iain Morris Head of Asset Management	

HMFSI Recommendation 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.								
SFRS Current Position	SFRS draft a process paper for agreement with R&R to negate legacy service issues.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
1.Fully kitted appliances would not be possible at this stage due to capital	Mar 2020	Scottish Fleet Manager	Mar 2020	Green	As agreed this would be the most advantageous	Discussions at Capital	Scottish Fleet Manager	Iain Morris Head of Asset Management	

proprieties being directed elsewhere					way of delivering new appliances. However limited capital and high demands for other projects will negate this from happening	Monitoring Group			
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HMFSI Recommendation 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.								
SFRS Current Position	A closing report has been provided to Transformation and Major Project Committee and a full evaluation report will be provided to SLT in June 2020.								
SFRS Proposed Action	Deadline for Individual Action	Lead Officer for Each Action	Overall Deadline	RAG Status for Performance Against Deadline	Evidence of Performance	Where is the Information Being Reported if Out-with the PIF	Lead Officer for Overall Performance	PIF Lead	Cross Cutting Reference
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).	Mar 2022	Peter Heath DACO for Response and Resilience	Mar 2022	Green	22/7/19: On implementation of the RRUs a return was provided for every mobilisation against a set criteria to enable early issues to be identified and actioned if necessary. Not all RRUs have been mobilised at this stage and at the RRUIB it was discussed and agreed that an evaluation	RRU Implementation Board Operational Assurance Board	ACO R&R John Dickie	Iain Morris Head of Asset Management	

					would be carried out after a year in service.				
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Corporate Governance (B)RAG – implemented Nov 2019

- Blue Task Complete
- Red Target completion date unattainable, further explanation provided
- Amber Target completion date extended to allow flexibility
- Green No identified risk, on target for completion date