

Response to HMFSI Inspection Report: An Overview of the Scottish Fire and Rescue Service – Complete Action Plan

HMFSI Issue 1	Focus on staff retention and engagement to avoid any degradation of service delivery pending the finalisation of control structures and staffing.								
SFRS Current Position	The Board have made a decision on the location of Control Rooms. SLT conducted face to face visits to all Control Room sites and a commitment has been made to follow this up with briefings/one to ones to explain the transition process and the SFRS change management arrangements to all employees. Staff impact analysis conducted as part of final business case for the rationalisation of control rooms. Series of feedback sessions carried out by ACO R&R, also by other SLT and Board members. Individual face- to- face meetings between control staff and line managers. Recruitment of temporary staff to fill vacancies in controls, to ensure continuity of service delivery. Through the use of transitional funding, a change management team has been established within HR-OD. This team will work alongside the Control project team to develop and implement the end-state control room structure.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. A project will be established under the Estates Strategy Programme Board which will manage all aspects of the Control Room rationalisation, including measures to ensure staff retention and engagement. This project will report through the Estate Strategy	June 17	F. McOmish	June 17	Complete	Final business case and supporting documentation Feedback report. Line managers' records. Recruitment advertisement. SLT papers. Change management action plan.	SLT SFRS Staff Governance Committee For information to Employee Partnership Forum	L.Ramsay./ D.Vincent	I.Vincent / K.Lockhart	

<p>Programme to the Service Transformation Committee and ultimately the SFRS Board.</p> <p>Entire project to consolidate and merge control rooms run in formal project management methodology, reporting to ST under reference SA2.1.7</p>									
<p>2. Opportunities for redeployment to be identified at appropriate timescales e.g. existing CS Advocate vacancies. Control staff included in VSER arrangements, on-going communications</p>	<p>May 15</p>	<p>F.M'Omish</p>	<p>May 15</p>	<p>Complete</p>	<p>Workforce Plan and Action Plan SFRS Org. Change Policy and Procedure</p>	<p>SLT SFRS Staff Governance Committee</p>	<p>D.Vincent</p>	<p>I.Vincent / K.Lockhart</p>	

with line managers									
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HMFSI Issue 2	Configure specialist resources within the command and control systems. Control staff to understand when a specific resource should be included within a response.								
SFRS Current Position	National assets recorded in the Scottish Coordination Centre Database. Control Operating Procedures (COPs) promulgated to allow standardisation of Incident Response, Flexi Officer Mobilising and Strategic Cover. Local lists of cross-border attributes created.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Full integration of response arrangements into the Control Rooms Project.	Dec 16	L.L	Dec 16	Complete	SCCD database COPs (x4) Local lists	STC R & R Strategy	L.Ramsay	D.Proctor	

HMFSI Issue 3	Assess impact of plans to change current arrangements for control rooms to ensure effective project management.								
SFRS Current Position	Entire project to consolidate and merge control rooms run in formal project management methodology, reporting to Service Transformation under reference SA2.1.7								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. On-going project.	Dec 17	T.H	Dec 17	Complete	CCF Project Board Rept.	CCF Project Board Strategic Intent Board	L.Ramsay	D.Proctor	

HMFSI Issue 4	On-going monitoring in H&I area to ensure that the remedial activities in place before SFRS was established do not suffer loss of momentum.								
SFRS Current Position	TED are currently establishing arrangements to ensure that a sustainable solution is in place that will provide guaranteed training capacity to the Highland and Western Isles, Shetland and Orkney LSO areas.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. As a result of the training records audit TED are analysing the outcomes and working with the SDA's and functions to ensure that the necessary infrastructure is in place to allow TED E-Systems to be used in remote areas.	March 16	A.S/D.M	March 16	Complete	Discussions held with ICT		D.Vincent	I.Vincent / K.Lockhart	
2. National Instructor pools are being used to provide training capacity wherever the need arises. This will provide additional capacity in the North.	Ongoing	P.S	Ongoing	Complete	Programming and scheduling reports. Driver training GAP analysis for the North		D.Vincent	I.Vincent / K.Lockhart	
3. Implementation of TED structures at LSO level and business	May 15 and ongoing	I.V	May 15 and ongoing	Complete	Liaison meetings held between TED and SDA staff. Staff		D.Vincent	I.Vincent / K.Lockhart	

partnering arrangements established.					identified who are allocated to LSO areas Business partnering agreement drafted.				
4. Provision of local instructor capacity in the Highland and Western Isles, Shetland and Orkney LSO areas.	Feb 16	I.V	Feb 16	Complete	TED is currently liaising with the RDS project around the need for instructor capacity in remote areas. Similar needs exist within P & P and R & R. The potential exists for joint posts in these areas.		D.Vincent	I.Vincent / K. Lockhart	

HMFSI Issue 5	Address provision of operational risk information. The use of a recognised template should be encouraged and sufficient resources made available, particularly in the North SDA, to ensure that this work is carried out.								
SFRS Current Position	Parallel approach has commenced to standardise the method of data collection across Scotland; and develop a single technical platform for the presentation and delivery of risk information to crews.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Procure or develop an in-house solution to provide relevant risk information at the point of need. Project subject of transitional funding bid. Options report to SLT 19 February.	Mar 15	D.C	Mar 15	Complete	SLT options report Transitional funding bid. Revised data collection form Project updates	STC SLT	L.Ramsay /R.Scott	D.Proctor	
2. Overall project for data collection, storage and presentation reporting to ST under reference SA2.1.5.	Mar 16	K.F	Mar 16	Complete	Project Updates	This is under review and includes a revised governance structure, linkages between OI and OA including dedicated	L.Ramsay	D.Proctor	

						staffing. This is also included on R & R Risk Register.			
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HMFSI Issue 6 & 7	Consider scope to: Convert some enforcement officer posts to auditing officers to achieve a consistent approach in LSO areas/ Introduce non-fire fighters as enforcement officers and middle managers.								
SFRS Current Position	<p>The current position within the SFRS in relation to the blend of Fire Safety Enforcement Officers (FSEO's) and Auditing Officers (AO's) is articulated within the Prevention and Protection Directorate's 'Working Structure' chart (version 3 – February 2013).</p> <p>This outlines the number of FSEO's and AO's that are notionally allocated to each LSO area. A recent exercise has been conducted to understand the gaps between the initially developed working structure and current Prevention and Protection staffing resources and arrangements within each Service Delivery/Local Senior Officer Area.</p> <p>The split between FSEO's and AO's as illustrated in the aforementioned version of the Prevention and Protection working structure is currently based on legacy FRS arrangements. The intention, however, is to blend these two roles incrementally over time, and consistently across the SFRS. To support on-going SLT discussions around structures, resources and delivery methods, the Directorate has developed a paper for consideration, which provides options to blend these roles to varying percentages of balance.</p> <p>Work has commenced to move towards the blended structure, with some posts filled within LSO areas. Local P&P structures will be further reviewed, with Service Delivery, to ensure resources are in place to match available budgets.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. To support the SFRS Annual Operating Plan for 2015/16, the P&P annual plan for 15/16 includes an action point to 'Populate local staffing structures across the SFRS, giving	30 Sep 15	D.McG	30 Sep 15	Complete	Final business case and supporting documentation SLT paper Local recruitment process documentation		R.Scott	D.McGown	

appropriate consideration to succession planning', with a milestone to 'Confirm the most effective blend of uniform and non-uniformed staff'									
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HMFSI Issue 8	Consider auditing HMO premises and allocating resources, in line with the level of risk in individual premises.								
SFRS Current Position	<p>The current position within the SFRS in relation to the auditing of HMO's is that they are carried out in respect of new applications, or in keeping with the licensing cycle of the relevant local authority for existing premises.</p> <p>The exception to this are HMO's that have been identified by an auditor as being very high or high risk; in such cases the premises will be audited annually.</p> <p>This current position was adopted to ensure that no conflicts arose between the SFRS and local authorities, who license such premises, as the transition was being made to the new Service.</p> <p>The SFRS has held further discussions with Local Authorities to explain the benefits to the proposed new risk based approach, with positive progress being made while the policy is developed.</p> <p>HMO policy complete and approved by SLT.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Within the SFRS Operating Plan for 2015/16 the Prevention and Protection Directorate has included an action point to develop a suitable policy for the standardisation and consistency of approach to auditing HMO's	18 Nov 15	A.S	18 Nov 15	Complete	<p>Evidence of initial discussions with Local Authorities.</p> <p>Draft policy complete and to be taken to SLT on 18/11/15</p> <p>Final approved SLT policy</p>	<p>Internally within the P&P Directorate</p> <p>SLT</p>	R.Scott	D. McGown	

across Scotland. Should a risk-based approach be adopted, then further discussions will be entered into with local authorities to ensure that such a policy will be implemented safely across Scotland.									
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HMFSI Issue 9	Consider whether audit targeting priorities should be modified to take account of relative risk levels.								
SFRS Current Position	<p>The current position is that the SFRS audits relevant premises under part 3 of the Fire (Scotland) Act 2005 in accordance with the Service's Fire Safety Enforcement Framework 2013-2016. This Framework outlines an audit programme, which is based on generic premises types, and risk levels following previous audits.</p> <p>This Framework is designed to promote a safe approach to the auditing of non-domestic premises, during the period when the former FRS's enforcement regimes were being amalgamated under the responsibility of the SFRS.</p> <p>The current FSE Framework for 2013-16 is now being reviewed to cover the period 2016-19, and will include any necessary adjustments to audit targets.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Although the Fire Safety Enforcement Framework has been developed for 2013 to 2016 it is scheduled for a review, which has commenced in March 2015. This review will provide an opportunity to assess whether the targeting priorities for audits should be modified to take	18 Nov 15	A.S	18 Nov 15	Complete	<p>SFRS AOP for 2015/16 and the P&P annual plan for 2015/16.</p> <p>Revised FSE Framework to be taken to SLT on 18/11/15</p> <p>Revised Framework now due for completion during early 2016</p>	<p>Internally within the P&P Directorate, and to 6 monthly BEF meetings.</p> <p>SLT</p>	R.Scott.	D.McGown	

account of relative risk levels. This work will be carried out in collaboration with the Business Engagement Forum									
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HMFSI Issue 10	Develop policy on Crown premises enforcement								
SFRS Current Position	<p>The current position is that the SFRS is the enforcing authority for Crown premises that are within the scope of the Fire (Scotland) Act 2005, part 3. The auditing of Crown premises currently follows the principles contained within the SFRS Fire Safety Enforcement Framework 2013-2016.</p> <p>The current FSE Framework for 2013-16 is now being reviewed to cover the period 2016-19, and will include any necessary adjustments to audit targets.</p> <p>Framework continues to be reviewed. Now scheduled for late 2016.</p> <p>The revised FSE Framework has been held back to consider HMI inspection timings, and to be concluded and presented in line with the P&P Frameworks on CSE and FI. This is now scheduled for completion for SLT in October 2016.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. The review of the FSE Framework referred to above against Issue number 9 will also include a review of the SFRS's regulation of crown premises in relation to risk	30 Jun 16	A.S	Oct 16	Complete	<p>SFRS AOP for 2015/16 and the P&P annual plan for 2015/16.</p> <p>Revised FSE Framework to be taken to SLT on 18/11/15</p> <p>Revised Framework now due for completion during early 2016.</p> <p>Revised Framework has been issued for consultation, risk</p>	<p>Internally within the P&P Directorate, and to 6 monthly BEF meetings.</p> <p>SLT</p>	J Joyce	J Joyce	

					based approaches to audit programmes are central to it.				
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HMFSI Issue 11	Ensure monitoring of performance of Home Fire Safety Visits continues to ensure priority is given to identifying and engaging with households categorised as high risk.								
SFRS Current Position	<p>The position adopted by the SFRS in relation to Home Fire Safety Visits (HFSV's) during 2013/14 and 2014/15 was the setting of targets for each Local Senior Officer (LSO) area based on the number of visits undertaken. The targets set were based on the numbers of HFSVs conducted within each LSO area during the last year of the legacy Services.</p> <p>This was done in recognition of the different approaches the legacy Services had for HFSV's, and to ensure that performance was maintained during the first year of the SFRS, while a single, consistent policy was being developed.</p> <p>From 1 April 2014, LSO area targets for HFSV's were based on points in addition to a numerical total of visits. This point's based system is designed to encourage personnel to undertake HFSV's at higher risk households.</p> <p>A full review of the HFSV policy has been conducted. Outcomes from this review have been presented to the Board Performance Committee, SMT and SDMT. Feedback from these forums has been captured and will be used to formulate future policy.</p> <p>A cross Directorate Steering Group has been established and engagement is underway with various internal and external stakeholders. This Revised policy, including targeting methodology to ensure clear focus on the most vulnerable, is in the process of being produced. Due to requirement for significant ICT Development to current systems, implementation of revised policy will be delayed until September 17.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Performance in relation to HFSV's has been very positive during 2013/14 and 2014/15. To further support this work, the P&P Directorate has included 2 specific actions	30 Sep 17	S. Stevens	Jun 2018	Complete	HFSV policy reviewed. Record of consultation with Service Delivery (LSO's).	Internally within the Prevention & Protection Directorate	D. McGown/ J Miller	S. Stevens	

<p>within its 15/16 annual plan to 'Share data and develop a means to ensure a robust flow of information between partners regarding vulnerable and high risk groups', and also to 'Review the HFSV policy to incorporate a partnership approach based on risk'.</p>					<p>Monthly performance report is now produced for every local authority area which details the number of HFSV's completed and the proportion of high risk visits within this.</p> <p>Additionally, performance is monitored through bi-monthly Prevention & Protection managers meetings. HFSV measurement is now within the Performance Management Framework.</p>				
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HMFSI Issue 12	Ensure implementation of partnership and initiatives elements of CSET are finalised.								
SFRS Current Position	At present, the major development work on all of the modules within CSET has been completed. This includes those for HFSV's, Activities, Partnerships, and Initiatives. Notwithstanding this, some minor adjustments to these modules are continuing to be made. National training has been concluded on all the above modules.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Now that national training has been conducted, this is being supported regionally and locally to ensure that all the current CSET modules are fully implemented by 31 March 2014.	Complete	M.M	Complete	Complete	CSET database		R.Scott	D. McGown	

HMFSI Issue 13	Develop more localised targets, which contribute to the overall national target, within local plans.								
SFRS Current Position	<p>Quarterly performance reports on KPIs outlined within the Framework are provided to LSOs on all Local Authorities areas. These reports are broken down by ward and also included benchmark data against other LSOs areas within each relevant Service Delivery region.</p> <p>Seasonal Thematic Action Plans are issued by Prevention and Protection to help contribute to KPIs at local levels. This structured system provides guidance and a planning calendar for use of local teams. The calendar takes account of the risks associated with the time of year, for example higher incidence of dwelling fires are experienced in the winter. At the end of each season performance indicators from national and local level are used to check on the effectiveness of initiatives, local evaluation reports are collated and good practice or lessons learned shared.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Publish Local Plans, linked to priorities associated with contributing to the National Targets as set out within Fire and Rescue Framework 2013 and local priorities as outlined in Single Outcome Agreements.	20 Dec 16	SPPC/ LSO's		Complete	Local Performance Reports	Performance Committee and SFRS Board on a quarterly basis. Scottish Government bi-annually and published in annual report.	SPPC	R.Scott /D.Boyle	

HMFSI Issue 14	Ensure policies are released under system of version control and given an early review date rather than issued as drafts.								
SFRS Current Position	<p>Approved corporate documents, including strategies and policies, record the process by which the SFRS plans and conducts its activities. They are necessary to ensure that the organisation's vision and goals, as recorded in the strategic plan are achieved. That risks to these objectives are adequately mitigated, that legal and regulatory obligations are met and that the organisations intention and methodologies are clearly understood by all stakeholders.</p> <p>SFRS currently has an interim solution in place which will change as part of the implementation of SharePoint nationally to assist in delivering an overall document management and records management solution for the service. Part of this strategy will involve the migration of legacy regional implementation of SharePoint in to the new SFRS SharePoint 2013 Platform.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Develop interim process to ensure all legacy services are following the procedure for creation, approval and publishing of key documents.	31 Mar 13	C.W	Complete	Complete	<p>Procedure in document library on SFRS Intranet.</p> <p>Draft Document Control Guidance in place.</p>		SPPC	SPPC	
2. Develop new templates for SFRS documentation	31 Mar 13	C.W	Complete	Complete	Templates currently held by Information Governance and provided when required.		SPPC	SPPC	
3. Establish database to record full document	31 Mar 13	C.W	Complete	Complete	Database available on Information		SPPC	SPPC	

control including creation, approval, version history, reviewing and archiving.					Governance SharePoint site Draft Document Control Guidance in place.				
4. Collaborate with Internal Communications to ensure process used to disseminate policies, etc. is efficient and effective	31 Oct 13	C.W	On-going	Complete	Workflow produced		SPPC	SPPC	
5. Liaise with ICT on overall project and assist with designing specification document with Information Governance requirements	12 Dec 13	C.W	On-going	Complete	High and low level specifications developed		SPPC	SPPC	
6. Develop a file classification scheme to reflect the functions of the service in a hierarchical model	31 Mar 13	C.W	Complete	Complete	File classification scheme developed		SPPC	SPPC	

7. Ensure all documents due for review are highlighted to relevant directorate/departments to ensure all corporate documents are current	31 Mar 13	M.P	Complete	Complete	Standard email sent to relevant departments 3 months before corporate documents review date and database updated accordingly		SPPC	SPPC	
8. Upload of all templates to SFRS Intranet to allow easier access for personnel developing corporate documents	31 Oct 15	M.P	31 Oct 15	Complete	This is being done as part of an on-going action plan in collaboration with Corporate Communications to cleanse legacy intranets in preparation for closure.		SPPC	SPPC	

<p>9. Implementation of SharePoint nationally to assist in delivering an overall document management and records management solution for the service.</p>	TBC	C.W	TBC	Complete	<p>ICT to deliver the architecture required. Project Lead recently appointed in ICT scheduled for 2017/18.</p> <p>No longer relevant system in place via intranet for document and records management control for the service.</p>		MMcAteer	SPPC	
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HMFSI Issue 15	Ensure LCMS and PDRPro are properly maintained and being used consistently and to best effect.								
SFRS Current Position	<p>LCMS is available for all personnel to access, and has been further populated with additional high quality learning material, categorised against the incident types. It continues to be maintained through the close working relationship between Service staff and the external e-development provider, Learnpro.</p> <p>PDRpro is widely used across the Service on operational stations. It has been further developed and improved based on user feedback and suggestions. Phase 2 is now ready to be rolled out on a phased basis, and is also fully maintained and monitored by trained Service staff.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. A significant piece of work now for the local Training staff across the Service is to provide training for, and implement, a comprehensive system to all operational personnel, assisting in the planning of training against the FFDP and the recording of that development on PDRpro. The electronic	31 Dec 15	D.L	01 Apr 16	Complete	<p>SLT agreed recommendations contained within the SFRS Training Records Audit.</p> <p>FFDP reviewed to contain mandatory elements within the overall competence framework</p> <p>In some areas of Scotland IT infrastructure make access to PDRPro and LCMS difficult in some areas of Scotland.</p>	<p>SLT</p> <p>SMG</p>	D.Vincent	P.Stewart / K. Lockhart	

system links LCMS and PDRpro and will ensure consistency across the Service.									
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HMFSI Issue 16	Monitor learning and development provision to control staff to ensure that they have equitable access to training.								
SFRS Current Position	<p>The development programme for FF Control personnel, based on the operational FFDP is being updated and standardised across the area. A Scottish vocational qualification is now being used to ensure consistency in training of new personnel in the emergency control roles. PDRpro has been introduced in the West and North and once the PDRpro review project has taken place this will be rolled out to the East.</p> <p>FF Control trainee now follows a national training programme and attend a one week foundation course at the SFSC. The updated version of PDRpro was rolled out to the West and North Controls between April and July 2016. The final roll out to the East control will be completed by December 2016.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. A process will be put in place to ensure the learning content of the programme is updated to reflect any changes brought about by the Control mergers and the introduction of	Dec 15	L.L	Mar 17	Complete	Standardised development programmes and refresher periods for all core skills and operational training programmes contained within, and reported from, the LCMS/ PDRpro.	N/A Within Departmental Management Groups	D.Vincent	P.Stewart	

<p>the new mobilising system.</p> <p>This will ensure that all personnel are developed against the same modules and NOS's, with local specific training carried out additionally</p>									
<p>2. PDRpro will also be made available for all control room staff to record their development and performance. Allowing equal access to PDR pro will allow Control operational Assurance of training standards to be carried out.</p>	<p>Jun 16</p>	<p>L.L</p>	<p>Jun 17</p>	<p>Complete</p>	<p>Standardise method for recording training and reporting on performance</p>	<p>Within Departmental Management Groups</p>	<p>D.Vincent</p>	<p>P.Stewart</p>	

HMFSI Issue 17	Consider how any potential gap in the management of specialist rescue could be filled until new national managerial structures are in place.								
SFRS Current Position	Review of specialist rescue resources on-going.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Final report and recommendations	Jan 15	D.C	Jan 15	Complete	Individual resource reports.	SLT STC	L.Ramsay	D.Proctor	
2. Implementation project reporting to ST under reference SA2.1.6	Mar 18	J.D	Mar 18	Complete	Governance arrangements in place and reporting ongoing	STC	L.Ramsay	D.Proctor	
3. Link to POD to agree training requirements based on proposed structure.	Mar 18	J.D	Mar 18	Complete	Capital spending plan presented to SLT January 2014 Engagement between R & R and TED has taken place to establish training needs associated with the RoSE project Now business as	STC	L.Ramsay	D Murdoch	

					usual.				
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HMFSI Issue 18	Ensure management structures are finalised and published in a form easily accessible to staff, along with an explanation of reporting lines and avenues for escalation of issues where these are not clear.								
SFRS Current Position	A working structure was published for consultation in December 2012. The SFRS has used this structure as the basis for transfer and matching of employees to posts within the structure and to clarify reporting lines. There are a number of job families currently under review within the structure such as administration and general technical support.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. SLT are reviewing the working structure and a revised structure, following consultation, will be published in August 2014. All posts will be sign-posted within the revised structure and this will be clearly communicated to all employees and their managers.	Aug 14	F.M	Revised structure and workforce plan August 14, implementation by April 16	Complete	Support Staff Structure agreed	SFRS Staff Governance Committee	D.Vincent	I.Vincent / K.Lockhart	

2. A workforce plan will be developed to support implementation of the structure which will be fully implemented by April 2016. Workforce Plan 2014-16 agreed by Board.	Oct 14	G.T	Revised structure and workforce plan August 14, implementation by April 16	Complete	Action Plan in place to progress priorities in the plan	SFRS Staff Governance Committee	D.Vincent	I.Vincent / K.Lockhart	
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HMFSI Issue 19	Ensure that the capacity of middle management to deliver operational command, as well as the other management functions required by the Service, are factored into any further revision of the middle management layer.								
SFRS Current Position	A range of credit-rated ICS programmes are currently in place and managers are required to undertake regular refresher programmes. Formal management development programmes are under review. Programme of standardising all Standard Operating Procedures (SOPs) is on-going. Local risk-based training for supervisory officers and agreed minimum numbers of flexi duty officers.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. The ICS training programme will be reviewed and updated based on feedback from users and other stakeholders.	31 Oct 15	L.Y	31 Oct 15	Complete	Fire Professional Framework and associated development programmes agreed and made available to employees	Fire Professional Framework and associated development programmes agreed and made available to employees.	L.Ramsay /D.Vincent	I.V/ K.Lockhart	

					Awaiting formal adoption of the ICS NOG				
2. The SFRS is working with CFOA UK and Skills for Fire and Rescue to develop a Fire Professional Framework which will cover all leadership and management development requirements.	20 Aug 15	D.L	31 Mar 17	Complete	Development pathway framework approved. Executive leadership development programm ongoing. Phased implementation rolling out in line with organisational requirements with Supervisory level next	SOPs Local training events	D.Vincent	P.Stewart	
3. National programme of incident command training and assessment				Complete		Joint statement SFRS/FBU on incident command	L.Ramsay/D.Vincent	I.Vincent /K. Lockhart	

HMFSI Issue 20	Improve strategic planning through more detailed analysis of the measures that will be applied to meet the targets in the Fire and Rescue Framework.								
SFRS Current Position	<p>New KPI report for Board agreed. New Performance Committee has also been established. The Performance Committee will advise and make recommendation to the Board across all areas linked to service performance. Specifically, the Performance Committee will:</p> <ul style="list-style-type: none"> • Scrutinise the performance of the service against the KPIs as outlined in the Fire and Rescue Framework for Scotland 2013 and reporting to SFRS Board on specific performance indicators • Scrutinise both Monthly and Quarterly Performance Reports and provide the Board with the required level of assurance <p>A pilot programme for Business Intelligence reporting is underway in which a performance dashboard is being developed for LSOs, with a version also being developed for SLT and Board Performance Committee members. It is expected that initial development work will be completed by the end of September 2015.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Refresh performance measurement and reporting. Ensure outcome focussed	30 Nov 14	S.R	30 Nov 14	Complete	Finance Performance Working Group update and KPI reports	Performance Committee and SFRS Board	SPPC	H.McGhie	
2. Develop performance dashboard in Business Intelligence reporting tool Qlikview.	30 Sep 15	S.R	30 Sep 15	Complete	System in place	LSO's, SLT and Board now have access	SPPC	H.McGhie	

HMFSI Issue 21	Ensure policy papers submitted to the Board are Equality Impact Assessed. Submissions that do not comply should only be accepted in exceptional circumstances.								
SFRS Current Position	<p>Existing Board guidance on report format, content and template states that all Board papers that are relevant to the General Equality Duty (GED) should be accompanied by an equality impact assessment. The ToR also stipulates that an extract of the impact assessment should be provided in the covering Board paper to outline the equality implications in summary format. Performance is improving on both requirements albeit there are rare occasions when Board reports, that are relevant to the GED, are unaccompanied by an impact assessment.</p> <p>New guidance for Board committee is currently being prepared. The revised guidance will introduce the equality impact assessment process into earlier stages of board decision making at committee and board strategy days. Moreover, Equality will be established as a standing agenda item on all committees to ensure that equality considerations are addressed early in the decision making process and a briefing will be provided by the Diversity Manager to all Committee Chairs in September 2015.</p> <p>Furthermore, the equality impact assessment process is in the process of being formalised and a training programme delivered to key staff to ensure that all GED relevant decisions taken by the SFRS are subject to equality impact assessment and that the assessments are scrutinised as part of the normal corporate decision making process. Between the Business Support Team and the Diversity Manager interim informal measures have been put in place to improve the level of compliance at full Board Meetings.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1.Position monitored by Business Support Team	On-going	E.G	On-going	Complete	Briefing note and checklist presented to SFRS Board, Committee SLT and Chairs On-going monitoring to ensure continuous application	Not PIF No formal reporting at this time	SLT/BST	E.Gerrard	

2.Revise Board guidance on handling , equality and impact assessments	30 Oct 15	E.G	31 Mar 16	Complete	Briefing note and checklist presented to SFRS Board, Committee SLT and Chairs	Not PIF	SPPC	E.Gerrard	
3. Revise equality impact assessment process and development programme.	31 Mar 16	E.G	31 Mar 16	Complete	Training programme delivered to all directorates		SPPC	E.Gerrard	

HMFSI Issue 22	Build a reflection on business relationships between Board and SLT into the permanent arrangements for the Board.								
SFRS Current Position	A framework for reviewing the effectiveness of the Board was developed during 2014, and as part of the annual review of the effectiveness of the Board, a reflection on the relationship between the Board and SLT is evaluated. For the 2014/15 review this included evaluating the relationship between the Board and SLT via specific questions posed in a self-assessment questionnaire then debating and discussing the responses at a series of facilitated workshops.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Develop a framework for reviewing the effectiveness of the Board.	April 14	R.S	April 14	Complete	Nov 2014 Board Meeting papers	SFRS Board	BST	J.Joyce	

HMFSI Issue 23	Ensure Service Transformation Committee and Programme Board reflects on how they might use their processes to support partnership working.								
SFRS Current Position	<p>The Service Transformation Committee undertook a facilitated Lessons identified workshop with a view to using the findings to support the development of a single SFRS holistic report. This is all the more relevant now that a recommendation of the recent SFRS Audit Scotland Report published in May 2015: ‘Carry out a comprehensive lessons learned exercise by Dec 2015 and share findings with the Scottish Government and with other public bodies that are starting a merger process. The workshop objectives were to: To identify the challenges from the transformation process, pre and post-merger, to evaluate practices from the Service Transformation Process, to establish learning points from the Transformation Process with the intention of sharing with the Board and potential the wider public sector community. The workshop was facilitated by the Service Transformation Programme Manager and Committee Support Officer. To enable the fulfilment of the objectives and ensure that feedback from the STC has the relevant focus the four key areas highlighted in Audit Scotland’s: Learning the Lessons of Public Body Mergers Good Practice Guide, was used, namely:</p> <p>Leadership and governance, planning and implementing, measuring\monitoring\controlling costs and savings and measuring performance. Following the workshop, the responses to the questions were analysed and consolidated into a draft report to the committee. The finalised report is progressing to the SFRS Board in July 2015.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Continue to monitor partner engagement	July 15	F.C	July 15	Complete	STC papers	STC	A.Clark	SPPC	

HMFSI Issue 24	Ensure the on-going development of a programme management function to support STC and Programme Board is integrated into the Service.								
SFRS Current Position	The transformation programme has a well-established office consisting of Programme Manager, Risk Manager and Analyst. This team will continue until the transformation programme is concluded in the July 2016. Following on from the programme closing there is likely to be a need to further develop project and programme capability within the SFRS. The transformation Programme Manager is currently scoping out a proposal on what this may look like.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Appointing professional Project Managers	31 Jul 16	F.C	31 Jul 16	Complete	Following a successful recruitment process the Programme Office has been re-structured to have a Programme Manager, a Deputy Programme Manager and 3 Programme Officers. This team will support the projects contained in the Service re-design programme		M McAteer	B. Farquharson	

					and any significant projects being carried out by the directorates. The Programme Office is developing a project and programme management methodology for the SFRS, and a corresponding support structure for project managers, to ensure that consistent performance is achieved and that scoping of projects, interdependencies and benefits identification and tracking are improved across all projects.				
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					<p>descriptions and advertise these positions both internally and externally.</p> <p>Recruitment processes on-going for the appointment of additional personnel into the Programme Office.</p>				
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HMFSI Issue 25	Ensure second generation of strategic plans is clear and concise with focussed and measurable objectives.								
SFRS Current Position	A programme of work and project team is in place to ensure the appropriate and timely development of the next Strategic Plan.								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Ensure a wide scope of stakeholder engagement takes place during the development of the new Strategic Plan 2016-19.	31 Aug 15	A.H	31 Dec 16	Complete	Strategic Plan Steering Group Minutes Engagement Outcome Report 09/0915 Strategic Plan Intranet Webpage LEAD Theme 2 responses	SFRS Engagement Committee SLT	SPPC	H.McGhie	
2. Ensure Strategic Assessment is undertaken and a review of the existing Strategic Plan and data analysis shapes priorities and objectives within the new Strategic Plan 2016-19.	31 Dec 16 Change of date from 31 May 16	A.H	31 Dec 16	Complete	The SFRS Strategic Assessment is currently being revised, with a draft version having recently been shared with members of the Service Transformation		M McAteer	R.Haggart	

					Committee. The final draft of the updated SFRS Strategic Assessment has been completed and is currently with Graphics for presentational purposes.				
3. Develop questionnaire for Strategic Plan 2016-19 which takes account of clarity conciseness and measurable objectives	31 May 16	A.H	31 Dec 16	Complete	Full on-line consultation has been undertaken on the Strategic Plan 2016-19, which was supported by using a standardised question template for respondents to complete.		M McAteer	H.McGhie	

HMFSI Issue 26	Establish role as a champion of specialist rescue by: <ul style="list-style-type: none"> • considering the establishment of a centre for excellence for specialist rescue • building partnerships with other blue and non-blue light organisations to further enhance the protection afforded to Scotland's communities 								
SFRS Current Position	On-going dialogue taking place with all partner agencies Transitional funding bid submitted for the creation of an interactive resource database								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Creation of "Memoranda of Understanding" for the adoption of other agencies onto register.	Dec 15	B.R.	Mar 17	Complete	Draft MOU written Legal producing MOU further work required MOU developed and agreed for use.	R & R Strategy STC	L.Ramsay	R Keith/ J Sharp	
2. Agreement to be sought on the role of accrediting agency for acceptable resources.	Dec 15	B.R.	Mar 17	Complete	Transitional funding bid Work ongoing with Legal and TED to establish an appropriate accreditation scheme Accreditation fro Community	R & R Strategy STC	L.Ramsay	R Keith/ J Sharp	

					Asset Register is now complete				
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HMFSI Issue 27	Develop a more flexible approach, both technically and procedurally, to allow the tracking of appliances and officer resources over a wide geographical area and ensure an interface with a number of control rooms. Establish key success factors and medium to long-term planning.								
SFRS Current Position	<p>On-going discussions with Airwave to change the existing Gateway arrangements to allow fuller control room interoperability.</p> <p>Review of call signs for appliances and officers.</p> <p>Removal of previous restrictions on Firelink, talk groups and SanC radio utilisation.</p> <p>Rerouting of postcode incidents to appropriate control rooms.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. Awaiting Airwave cost and timescale estimates.	Mar 16	D. Murdoch	Jan 2021	Complete	<p>Change Control Notice in force due CCF project which will allow interoperability between all 3 control rooms.</p> <p>Command and Control future project following full consultation with SLT and TMPC has been moved to Q4 20/21.</p> <p>Roll out of national call signs is currently</p>	<p>Change Control Notice</p> <p>CCF Board</p> <p>SLT</p> <p>TMPC</p>	J.Dickie	D. Murdoch	

					ongoing and expected to be completed by end of Q419/20. Based on the above information and the robust Governance in place around the CCF Project this action can be closed as inscope as part of this project				
2. SLT agreement on national call signs.	Aug15	D.C	Aug 15	Complete	Response to national call signs	CCF Project Board	L.Ramsay	D.Proctor	
3. Full integration of technical and response arrangements into the Control Rooms Project.	Mar 16	T.H	Mar 16	Complete	Airwave contract paperwork Falkirk FK10 paperwork	CCF Project Board	L.Ramsay	D.Proctor	

HMFSI Issue 28	Ensure the Audit Scotland report Managing ICT Contracts: an audit of three public sector programmes is taken into account when planning and implementing the integration of the predecessor services' ICT systems.								
SFRS Current Position	<p>2 out of the 3 projects here are on a scale well beyond anything SFRS is likely to be involved in (£19m and £112m). Our ICT transformation programme has been undertaken in “chewable chunks” each element of which has a specific business case. To date these have been subject to SG approval through the transitional funding programme.</p> <p>Strict project management arrangements are in place within ICT including project boards, risk reporting etc.</p> <p>Financial performance is reported monthly to the capital and T/F monitoring groups (depending on funding route) and periodically to the Service Transformation Programme Board and Committee.</p> <p>All bids for ICT funding have included specialist resources where these are not available in house.</p>								
SFRS Proposed Actions	Deadline for individual action	Lead Officer for each action	Overall Deadline	RAG status for performance against deadline	Evidence of performance	Where is this information being reported if out-with the PIF	Lead Officer for overall performance	PIF Lead	Cross Cutting References
1. SFRS will maintain established governance arrangements to ensure the effective delivery of projects.	Complete	S.O'D		Complete	<p>T/F bid correspondence with SG</p> <p>ICT project management documentation</p> <p>Capital and transitional funding monitoring group minutes</p> <p>STPB and STC minutes</p>	<p>STC</p> <p>Project Management Board</p> <p>Directorate Meetings</p>	S.O'Donnell	<p>S</p> <p>O'Donnell / D Johnston</p>	

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