

**Audit Scotland: The Scottish Fire and Rescue Service May 2018**

Audit Scotland Recommendation 1	The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service.								
SFRS Current Position	The SFRS has developed a dedicated Programme Office based on the findings of the lessons learned from the previous Service Transformation [Fire Reform] Programme. This function has been created to assist with the development of support and governance arrangements for both Service Transformation and business as usual projects, whilst also supporting with the management of risk and realisation of benefits in line with the overall High Level Plan [Blueprint].								
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. Publish documentation, High Level Plan that provides a blueprint to support the delivery of the organisation's vision.	Jan 2019	Ian McMeekin	Mar 2019	Completed	Now that the transformation consultation analysis has been published the High Level Plan will be presented to the SFRS Board. 23.05.19. The Service Transformation High Level Plan was approved by the Board at its meeting on 31 January 2019.	Programme Office Board	Richard Whetton	Richard Whetton	Programme Office Board
2. Undertake an organisational P3M3 Assessment, and	Mar 2019	Darrell Riddell	Aug 2019	Complete	An initial meeting with the Scottish	Programme Office Board	Darren Riddell	Richard Whetton	Programme Office Board

<p>supporting actions, to understand and enhance the Service's programme and project maturity levels.</p>					<p>Government's Programme and Project Management Centre of Excellence has taken place for the purposes of seeking their assistance in this matter. A further meeting has been scheduled for 17 January 2019 to progress this. 23.05.19.</p> <p>A series of supporting questions have been devised for the assessment. The release of the questionnaire was delayed to coincide with an Internal Audit on the overall Programme. This is currently on hold awaiting Gateway review from Scottish Government.</p>				
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					27.01.20. P3M3 assessment will no longer be carried out. This has been replaced by Scottish Government Gateway Review 0 which will assess the Programme Office Strategy and maturity. This review is taking place between 17 <sup>th</sup> and 19 <sup>th</sup> February 2020				
3. Embed Portfolio, Programme and Project management skills within the organisation's Leadership Pathway.	Sep 2018	Gillian Buchanan	March 2019	Complete	The Programme Office, working with Learning and Development colleagues, have embedded the Service's P3M arrangements within existing Supervisory, Middle and Strategic Managers'	Programme Office Board	Ian McMeekin	Ross Haggart	Learning and Development Framework

					development pathways. Also being developed is a new bespoke in-house project management course, avoiding the need to send personnel on external development events.				
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<p>4. Revise the Programme Office Board governance arrangements to support the management of both Service Transformation and business as usual activities.</p>	<p>Sep 2019</p>	<p>Darrell Riddell</p>	<p>Dec 2019</p>	<p>Complete</p>	<p>A series of meetings and workshops have been arranged with the Transformation and Major Projects Committee (TMPC) for early 2019 to progress. 23.05.19. A restructure of Programme Office Board governance arrangements is underway. The first phase of this process will result in revised Portfolio Office governance arrangements being established. This will be further supported by a review of Programme Office Board and TMPC activities.</p>	<p>Programme Office Board</p>	<p>Darrell Riddell</p>	<p>Richard Whetton</p>	<p>Programme Office Board</p>
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<p>5. Develop a Programme Office Communications Strategy to communicate key updates and information to Executive Leads and Project Managers.</p>	<p>Mar 2019</p>	<p>Darren Riddell</p>	<p>Jul 2019</p>	<p>Complete</p>	<p>Monthly meetings with key internal business partners, including Corporate Communication colleagues, have been established. Focus groups have been convened for thematic issues impacting on a range of Transformation projects. The Programme Office is in the process of developing a Change Management Strategy, with support from the Improvement Service. 23.05.19. Action Completed. New Dashboard in place to keep all executive leads and</p>	<p>Programme Office Board</p>	<p>Darren Riddell</p>	<p>Richard Whetton</p>	
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					project managers up-to-date. Engagement meetings held between Programme Office and Project management teams.				
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<b>Audit Scotland</b>  <b>Recommendation 1a</b>	<b>The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular:</b> <ul style="list-style-type: none"> <li><b>Agree as soon as possible, revised terms and conditions for its uniform staff that reflect the changes to the role as planned, as part of the programme for transformation.</b></li> </ul>								
<b>SFRS Current Position</b>	<p>Collective agreement was reached on standardised terms and conditions for Uniformed staff in April 2018 following a period of negotiations with the representative bodies and these revised terms have now been implemented in accordance with the terms of the agreement. Formal proposals related to standardisation of RDS specific terms and conditions were issued to the representative bodies in 2019 and following feedback and further negotiations were amended in May, July and August 2019; as agreement has not been reached we are seeking alternative resolution process to progress this matter. An implementation plan has been developed to support the introduction of standard terms once agreement is reached.</p> <p>These standardised terms and conditions will be a platform for the wider transformation programme. Negotiations have been taking place facilitated by the NJC in relation to a revised reward package to reflect a broadened Firefighter role. A final proposal on the broadening of the Firefighter role has been issued to the Fire Brigades Union (FBU) following further negotiations; staff engagement has been undertaken in respect of this and the FBU are undertaking a consultative ballot of their members in the early part of Q4.</p>								
<b>SFRS Proposed Action</b>	<b>Deadline for Individual Action</b>	<b>Lead Officer for Each Action</b>	<b>Overall Deadline</b>	<b>RAG Status for Performance Against Deadline</b>	<b>Evidence of Performance</b>	<b>Where is the Information Being Reported if Out-with the PIF</b>	<b>Lead Officer for Overall Performance</b>	<b>PIF Lead</b>	<b>Cross Cutting Reference</b>
<b>1. Implement revised standardised terms and conditions for uniformed staff.</b>	<b>1<sup>st</sup> Jun 2018,  1<sup>st</sup> Oct 2018 and  1<sup>st</sup> Jan 2019 (phased implementation).</b>	<b>Rachael Scott</b>	<b>Mar 2020 (previously Jun 2019)</b>	<b>Complete</b>	<b>Collective agreement reached. Variations to contracts issued to affected staff. Implementation of the initial phases, were delivered on time with effect from 1<sup>st</sup> Jun 2018 and 1<sup>st</sup> Oct 2018 respectively.</b>	<b>Programme Office Board and TMPC.  Staff Governance Board re implementation matters.</b>	<b>Fiona Munro</b>	<b>Jason Sharp</b>	<b>Programme Office Board  TMPC.  Staff Governance Board</b>



					<p>20.05.19. Implementation of revised terms and supporting policies / procedures delivered on time, with exception of revised Detached Duty zones which are anticipated to be introduced by end of Q1 19/20.</p> <p>09.10.19 Detached Duty full implementation delayed due to availability system enhancements not delivered on time. System enhancements now delivered and tested successfully and phase two scheduled for Q4.</p> <p>27.1.20 Detached duties</p>				
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					fully implemented as of the 12 <sup>th</sup> of January 2020. Standardisation of wholtime uniformed staff terms and Conditions are now complete.				
2. Complete the standardisation of RDS specific terms and conditions, including implementation.	Mar 2019	Ramona Coxall	October 2019	Red	<p>Ongoing formal negotiations. Formal proposals due to be issued by end of Q3 with a view to reaching a collective agreement. 20.05.19. Formal proposals were issued to the rep bodies in Q4 18/19 and negotiations are nearing conclusion; with a view to reaching a collective agreement.</p> <p>09.10.19 Negotiations</p>	<p>Quarterly to Remuneration, Appointments and Nominations Sub-Committee.</p> <p>Staff Governance Board once agreement reached re implementation matters.</p>	Fiona Munro	Jason Sharp	Staff Governance Board

					<p>continued until the end of Q2 19/20 and now awaiting feedback from FBU regarding their intention.</p> <p>29.01.20 Agreement has not been reached to date, therefore SFRS are seeking alternative resolution process to progress this matter in Q4 19/20.</p>				
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3. Negotiate a revised reward package and terms and conditions which reflect a broadened Firefighter role.	Oct 2018	Ramona Coxall	Dec 2021	Green	<p>Initial discussions re way forward following NJC outcome. National discussions continue. 20.05.19. NJC Employers offer was rejected. Chief Officer has written to</p>	Programme Office Board and TMPC.	Fiona Munro	Jason Sharp	Programme Office Board TMPC
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					<p>the FBU Exec. Committee and is due to meet them on 20 May 2019 with a view to commencing negotiations in Scotland.</p> <p>09.10.19 Positive negotiations are ongoing.</p> <p>29.01.20 Negotiations have continued and a final proposal on the broadening of the Firefighter role has been issued to the Fire Brigades Union (FBU). The FBU now intend to ballot members during February 2020. Outcome and next steps anticipated in Q4 19/20.</p>				
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<b>Audit Scotland</b>  <b>Recommendation 1b</b>	<b>The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular:</b> <ul style="list-style-type: none"> <li>• <b>Ensure through comprehensive and up-to-date workforce planning that it has the right skills and capacity in place to deliver its programme of transformation effectively.</b></li> </ul>								
SFRS Current Position	Workforce Planning arrangements are formally reviewed on a monthly basis and consider all Uniformed and Support staff. Regular engagement with SDA Leads and Directorate personnel takes place to monitor any potential recruitment gaps and proactive recruitment is put in place to manage this. Local Areas have the responsibility of managing the balance of competency across all community fire stations and support is provided by HROD and Training to assist the correct balance is achieved both currently and also as the transformation strategy positively impacts on station service delivery.								
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. Provide the appropriate number of Trainee Fire Fighters to meet the needs of the SDA retirals as identified in the workforce planning.	Nov 2018 (updated quarterly)	Jason Sharp	Apr 2019	Complete	20.05.19. Now BAU HROD have published a Workforce and Strategic Resourcing Plan for 2018-21 which lays out the ambition and processes to ensure the Target Operating Model is resourced. HROD are fully engaged with Service Transformation project leads on	Quarterly POD DMT Performance meeting	Fiona Munro	Jason Sharp	

					potential changes to the TOM through development of a Staffing Interdependency Working Group. A Workforce Analyst is now producing retirement and leaver forecasts to enable more accurate scheduling of recruitment campaigns.				
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<p>2. Provide the appropriate national campaigns at CM – AM to meet the needs of the SDA retirals as identified in the workforce planning.</p>	<p>Nov 2018 (updated quarterly)</p>	<p>Jason Sharp</p>	<p>Apr 2019</p>	<p>Complete</p>	<p>Now BAU The Workforce and Strategic Resourcing Plan 2018-21 has now been published, this details how HROD will ensure campaigns are scheduled appropriately. A Workforce Analyst is now producing retirement forecasts to enable more accurate scheduling of recruitment campaigns.</p>	<p>Quarterly POD DMT Performance meeting</p>	<p>Fiona Munro</p>	<p>Jason Sharp</p>	
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<b>Audit Scotland</b>  <b>Recommendation 1c</b>	<b>The Scottish Fire and Rescue should increase its pace of reform and implement its plans for transforming into a more flexible, modern service. In particular:</b> <ul style="list-style-type: none"> <li>• <b>Agree a long-term strategy for asset management and a medium term asset management plan by December 2018 that reflects the aims of transformation.</b></li> </ul>								
SFRS Current Position	The principles of the Long term Asset Management Strategy have been presented to the Asset Management Liaison Board. The finalised Asset Management Strategy will be completed by December 2018.								
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. Develop and gain approval for a corporate asset management strategy.	Mar 2019	Sarah O'Donnell	Jun 2019	Complete	Work to develop the Corporate Asset Management Strategy has progressed but the strategy has yet to be approved. Work will be completed in line with the overall deadline date of March 2019. 27.05.19. The draft Asset Management Strategy has been presented to the Asset Management Liaison Board. A	Asset Management Liaison Board.	Sarah O'Donnell	David Johnston	AOP T3



					<p>proposed report, seeking formal Board approval, will be prepared for end June 2019.</p> <p>Update: Oct 2019 – SFRS Board agreed Asset Management Strategy on 27<sup>th</sup> June 2019.</p>				
2. Deliver planned capital investment in line with the approved programme.	Mar 2019	Sarah O'Donnell	Mar 2019	Complete	<p>The delivery of the capital plan is on target subject to agreed adjustments. 27.05.19.</p> <p>The Service has gained approval for the 2019/20 capital budget and has delivered on planned capital investment for 2018/19 in line with the approved and amended programme of works.</p>	Capital Monitoring Group	Sarah O'Donnell	David Johnston	AOP T3

<b>Audit Scotland</b>  <b>Recommendation 2</b>	<b>The Scottish Fire and Rescue should ensure that well-developed performance management systems are effectively implemented by October 2018, so that the board, strategic management and local management can access good quality information to effectively drive progress towards its priorities and those set out in the SFRS Framework.</b>									
SFRS Current Position	<p>A cross-directorate working group was established to contribute to the development of a SFRS Performance Management Framework (PMF). The PMF was agreed by the Board at a special meeting in February 2018. Some final enhancements were made to the performance indicators selected to support the Framework. The working group will continue to ensure satisfactory progress is made in relation to an agreed PMF Implementation Plan.</p> <p>The Implementation Plan is formed around seven objectives (indicated as actions below). These aim to improve performance systems so that we can identify and report performance information in a way which will lead to improved evidence-led decision making and supports robust challenge and scrutiny against the Fire and Rescue Framework, and our Plans. Objectives will facilitate increased learning and support identification of new, more innovative indicators which will provide increased knowledge of how we are improving against both organisation and community outcomes. A specific objective relates to the procurement and implementation of a Performance Management System. A User Intelligence Group has been established and a draft outline specification has been prepared to ensure a system is procured which is fit for purpose and will support enhanced performance management.</p> <p>In addition, strengthening Performance Management arrangements has been identified as an action within the Annual Operating Plan (AOP) 2018/19. The milestones identified against the action within the AOP relate to the objectives of the PMF Implementation Plan. Progress of this will be scrutinised by the PIF, SLT and the Board.</p>									
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. Communicate the expectations of the PMF.	Jun 2018	Alison Hastings	Mar 2019	Complete	The finalised PMF document has been published on the website and iHub.	PMF Board SMT SLT Board	Mark McAteer	Alison Hastings	AOP GSR2	

<p>2. Identify an appropriate suite of performance measures to support challenge and evidence led decision making at multiple levels.</p>	<p>Dec 2018</p>	<p>Alison Hastings / Stuart Ross</p>	<p>Mar 2019</p>	<p>Complete</p>	<p>Revisions to the PMF indicator list, including additional targets, has been finalised and the data catalogue updated. A process has been agreed to review the indicators on an annual basis.</p> <p>A change point process, which identifies changes in trends, has been developed and implemented.</p> <p>Initial benchmark work has been carried out and published on Tableau.</p>	<p>PMF Board SMT SLT Board</p>	<p>Mark McAteer</p>	<p>Alison Hastings</p>	<p>AOP GSR2</p>
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3. Identify an appropriate suite of local performance measures to support local challenge and evidence continuous improvement.	Dec 2018	Alison Hastings / Jim Scott	Mar 2020	Green	Automated standardised Service Delivery Area Performance Reports are being developed. Further work will be done to explore a common set of local indicators and targets. The first meeting of a LSO Performance Group took place in Nov 2018 and will meet on a 6-monthly basis. 17/05/2019 – No further progress has been made on this action as it will now be superseded with the implementation of a new Performance	PMF Board SMT SLT Board	Mark McAteer	Alison Hastings	AOP GSR4
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					<p>Management System (PMS). In addition, the review and revision of Local Plans, to take place from October 2019, is also likely to have a strong influence on how these indicators are developed. It is recommended for the end date to be extended to March 2020 to allow for progress in these projects.</p> <p>03/10/2019 – No further progress has been made on this action. Due to technical problems there has been a delay on the implementation of the Performance Management System. Local</p>				
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					<p>Dashboard reporting is contained within Phase 1 of the project, which is expected to be delivered by March 2020.</p> <p>29.01.20. The development of local dashboards in InPhase is progressing as planned</p>				
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4. Develop effective performance reporting so that performance information is communicated and used throughout the organisation.	Dec 2018	Alison Hastings / Stuart Ross	Mar 2020	Green	The Board and Service Delivery Committee received Quarter 1 and 2 reports using the newly agreed indicator list. Further work on this action will now be dependent on the implementation of a Performance Management System. 17/05/2019 – Work to improve corporate and SDA reporting has been progressed. However as effective reporting will be a key component of the delivery of the PMS project it is recommended	PMF Board SMT SLT Board	Mark McAteer	Alison Hastings	AOP GSR4
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					<p>that the timeline for this action is extended to March 2020.</p> <p>03/10/2020 – Corporate reporting utilising the PMS is still expected to be delivered by March 2020.</p> <p>29.01.20. The development of InPhase reporting is progressing as planned.</p>				
5. Develop Training and Development Programmes to build knowledge and understanding of performance management.	Dec 2018	Alison Hastings	Mar 2020	Green	<p>Limited progress has been made on this action at this time. Attention has been focused on the procurement of a system.</p> <p>17/05/2019 – Training and development programmes</p>	<p>PMF Board</p> <p>SMT</p> <p>SLT</p> <p>Board</p>	Mark McAteer	Alison Hastings	AOP GSR4



					<p>will be developed to support the implementation of the new PMS. It is recommended that this action is also extended to March 2020.</p> <p>03/10/2019 – Training has been identified as a key milestone in the delivery of Phase 1 of the project. This is still expected to be delivered by March 2020.</p> <p>29.01.20. The development of training materials has commenced. This is still expected to be delivered as planned for Phase 2 by the</p>				
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					end of March 2020.				
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6. Procure and implement a performance management system to support delivery of the PMF.	Mar 2019	Alison Hastings	Mar 2020	Green	<p>Good progress is being made to procure a system. Three vendors have been shortlisted and demos arranged. Contract award is expected early in the new year and implementation by Apr 2019 (subject to vendor). 17/05/2019 – Procurement was concluded 31/01/2019 and system installation completed. However, there remain on-going issues with accessing the system. These continue to be progressed as a priority to allow the system to be built to SFRS requirements and</p>	<p>PMF Board SMT SLT Board</p>	Mark McAteer	Alison Hastings	AOP GSR4
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					<p>implemented over the course of the year.</p> <p>03/10/2019 - Implementation of the system is supported by project management methodology and a cross directorate Implementation Group. A Project Plan has been developed and will be monitored by the Group and CAB to ensure Phase 1 is delivered by March 2020. This will see the system go live in April 2020. Ongoing development work will continue over a longer period of time.</p>				
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7. Develop performance indicators with partners so SFRS contribution to joint outcome improvement can be measured.	Mar 2019	Mark McAteer	Mar 2020	Complete	The overarching National Reform Outcomes Evidence and Performance Board will now be taking this work forward. Progress will now therefore be dependent on this group. 17/05/2019 - The Community Planning Improvement Board (renamed from the Evidence, Outcomes and Performance Board) is in the process of developing its work plan for 2019/20. Ongoing work on Performance Indicators for partnerships in support of good governance remains a priority for the group. It is recommended	PMF Board SMT SLT Board	Mark McAteer	Alison Hastings	
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					<p>that this action is also extended to March 2020 to allow for ongoing developments across the CPP networks.</p> <p>03/10/2019 – This action is ongoing with the Community Planning Improvement Board.</p> <p>29.01.20. – This action will be progressed over the longer term by the Community Planning Improvement Board. The Director of SPPC represents the SFRS interest on the Board. This action is no longer under our control therefore it is recommended</p>				
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					this action is closed.				
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<b>Audit Scotland Recommendation 3</b>	<b>The Scottish Fire and Rescue should with its national partners and the support of the Scottish Government, establish and begin implementing plans by December 2018 to progress the Reform Collaboration Group's (RCG) Strategy and vision for partnership working.</b>								
SFRS Current Position	The collaboration strategy has been endorsed by the SFRS Board, Ambulance Service Board, and Police Scotland Management Board and is scheduled to go to the SPA for endorsement. A workshop is scheduled for 13th Aug to develop the delivery plan and resources are being put in place by all 3 services to create a programme team to support delivery.								
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. Workshop scheduled to develop the delivery plan on 13.08.2018.	Aug 2018	Mark McAteer	Dec 2018	Complete	Collaboration Strategy	Externally SFRS Board	Mark McAteer	Eleanor Craig	
2. A recruitment plan is underway to resource this priority area.	Dec 2018	Mark McAteer	Dec 2018	Complete	SFRS Collaboration Officer now in post.		Mark McAteer	Mark McAteer	
3. Implement performance reporting arrangements to ensure SFRS Board have an oversight of RCG progress against Collaboration Strategy Delivery Plan	Dec 2018	Mark McAteer	On-going	Complete	03/10/2019 - Papers are being circulated to the Board. This will continue as business as usual therefore this action is complete.	SFRS Board	Mark McAteer	Alison Hastings	



<b>Audit Scotland</b> <b>Recommendation 4</b>	<b>The Scottish Fire and Rescue should progress its plans to develop and implement a framework for monitoring, evaluating and reporting the impact of community safety activity by December 2018.</b>								
SFRS Current Position	A draft Community Safety Engagement (CSE) Planning and Evaluation policy and procedure has been developed. Two CSE initiatives have been identified to pilot the procedure and work has commenced with the initiative leads. The findings of these pilots will be used to further develop the procedure. Links have been established with the NFCC evaluation sub group and with the Scottish Community Safety Network evaluation sub group to review evaluation methods in other organisations and gain critical appraisal of the SFRS proposal. Q2 will see the draft proposal presented within the P&P DMT and developed from this point.								
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. Develop draft Planning and Evaluation policy and procedure.	Sep 2018	Stephen Wood	Mar 2019	Complete	Draft documentation complete and provided to SPPC for info. Update provided to P&P DMT and SDC. Final revision underway prior to releasing for consultation in early 2019	P&P AOP	John Miller	Stuart Stevens	

2. Run Pilot initiatives and seek internal and external comment.	Oct 2018	Stephen Wood	Mar 2019	Complete	Pilot projects identified in each SDA. External evaluation consultant engaged and liaison with the Consultation, Research and Evaluation working group is ongoing.	P&P AOP	John Miller	Stuart Stevens	
3. Finalise Policy and Procedure for consultation.	Nov 2018	Stephen Wood	Mar 2019	Complete	Due for completion in early 2019. Timetable of liaison meetings has not aligned with PIF Deadline. SLT approved on 23rd April 2019.	P&P AOP	Ally Perry	Stephen Wood	
4. Identify appropriate governance route.	Dec 2018	Stephen Wood	Mar 2019	Complete	Paper has been submitted to P&P DMT and Service Delivery Committee. Approved by SLT 23rd April 2019.	P&P AOP	Ally Perry	Stephen Wood	

5. Finalise Policy and Procedure prior to implementation.	Jan 2019	Stephen Wood	Mar 2019	Complete	Follows point 3. Due for completion in early 2019. Timetable of liaison meetings has not aligned with PIF Deadline. Consultation comments noted and final draft complete.	P&P AOP	Ally Perry	Stephen Wood	
6. Identify training needs and develop implementation plan including go live date.	Feb 2019	Stephen Wood	Mar 2019	Complete	Implementation plan in development and will adapt based on user feedback. Soft launch completed following pilot projects with final go live to be confirmed. Training plan agreed and implemented go live date secured for June 26 <sup>th</sup> 2019.	P&P AOP	Ally Perry	Stephen Wood	

7. Implement policy and procedure.	Mar 2019	Stephen Wood	Mar 2019	Complete	Work Ongoing. Implementation date TBC as tied into wider CSE reporting review. Guidance and Policy documents released within Q1. Training plan released along with Planning and Evaluation reporting platform on iHub.	P&P AOP	Ally Perry	Stephen Wood	
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<b>Audit Scotland</b>  <b>Recommendation 5</b>	<b>The Scottish Fire and Rescue should include Equality Impact Assessments with papers to inform board decisions and set out in its workforce planning how it plans to eliminate the gender pay gap.</b>								
SFRS Current Position	<p>Equality Impact Assessments are currently completed by policy owners. By following the Briefing Notes issued to the Board and Strategic Leadership Team EIAs are subject to scrutiny at the policy decision making stage. EIAs are published internally to SFRS on iHub and externally on the SFRS website. There is scope for improvement in the overall EIA process and its application.</p> <p>The Balancing the Workforce Profile action plan which incorporates the Positive Action Review action plan and the Gender - Equal Pay action plan has been agreed and included within the Workforce Plan. From this there are a number of objectives and planned actions identified to assist in reducing the gender pay gap.</p>								
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. Re-launch Equality Impact Assessment Process on iHub.	Nov 2018	Elaine Gerrard	Nov 2019	Green	This action is to have a revised completion date of Oct 2019. Following the Equality & Diversity Review it was agreed by Strategic Leadership Team that the Equality Impact Assessment process should be revised and re-launched to accommodate the	No formal reporting out-with PIF.  The revised Equality Impact Assessment process will be approved by Strategic Leadership Team and completion reported to Strategic Leadership Team.	Fiona Munro	Elaine Gerrard	

					<p>findings of the review.</p> <p>A combination of the decision to conduct the E&amp;D review as well as resourcing issues within the E&amp;D Team contributed to the delayed deadline.</p>				
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<p>2. Evaluate completion rates of Equality Impact Assessments within Board decision making processes.</p>	<p>Jun 2019</p>	<p>Elaine Gerrard</p>	<p>Dec 2019</p>	<p>Green</p>	<p>Report to Corporate Assurance Board on completion rates. An Equality Impact Assessment is required for papers being sent to Board or its committees for decision; for reports for noting no Equality Impact Assessment is required. This action is aligned to the outcomes of the Equality &amp; Diversity Review and the establishment in 2019 of the Equality Partnership Group which will report to Corporate Assurance Bd.</p>	<p>No formal reporting out-with PIF at this time. Subject to review on any revisions to Board/ Strategic Leadership Team governance arrangements.</p>	<p>Fiona Munro</p>	<p>Elaine Gerrard</p>	
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3a. Maximise attraction from under-represented groups for all SFRS vacancies.	Mar 2020	Karen Lewis	Mar 2020	Green	<p>Balancing the workforce profile action plan Jan 18, work progressing against this. Youth Employment Strategy Mar 18, work progressing against this – FF Modern Apprenticeship Approved. 20.05.19. Work is progressing against the Balancing the workforce profile action plan. As part of this a Positive Action Strategy is being developed to maximise attraction and retention of a more diverse workforce.</p> <p>09.10.19 SFRS Positive Action Strategy has been developed and work will now</p>	HROD Staff Governance Groups	Fiona Munro	Jason Sharp	
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					<p>progress against this to address all areas of under representation.</p> <p>29.01.2020 Following approval of the SFRS Positive Action Strategy, POD are working collaboratively with stakeholders to develop a targeted programme of positive action events and initiatives. A communications plan to formally launch the Strategy aimed at dispelling the myths of Positive Action and promoting the benefits of diversifying the SFRS workforce is also in development.</p>				
3b. Improve access to/support career development for	Mar 2020	Karen Lewis/	Mar 2020	Green	Balancing the workforce profile action plan Jan	HROD Staff Governance Groups	Fiona Munro	Jason Sharp	HROD Staff Governance Groups

underrepresented groups.		Lorna Harrison			<p>18, work ongoing. Youth Employment Strategy Mar 18, work ongoing. 20.05.19. Work to improve access to/support career development for under-represented groups is ongoing and aligns with the SFRS Youth Employment Strategy. This includes, introduction of Modern Apprenticeship (MA) scheme to Firefighter role. Further work 2019-20 is planned to widen MA opportunities across Support Staff roles. SFRS are piloting a Career Ready scheme, in association with UK charity, offering mentoring and paid work</p>				
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					<p>experience placements for S5/6 students. A pilot corporate parenting initiative is underway to encourage/ support SFRS employees to mentor care experienced young people. SFRS accreditation Carer Positive scheme May '19. Action plan to support rollout and promote scheme scheduled for Carers week June 2019.</p> <p>The Positive Action Strategy will focus on a number of key areas to address underrepresentation in both uniform and support staff roles. These areas include improving the attraction and recruitment of</p>				
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					<p>underrepresented groups; ensuring a positive working environment which supports the needs of a diverse workforce; support for career progression and personal development and ensuring the quality and accuracy of workforce data.</p> <p>09.10.19 Work is progressing as detailed in the update above.</p> <p>29.01.2020 Work is progressing as detailed in the update above.</p>				
3c. Develop and implement fair and equitable Pay and Reward strategies.	Mar 2020	Ramona Coxall	Mar 2020	Green	<p>Equal Pay/Gender Pay Gap Report due Apr 2019. 20.05.19. Report published April 2019. The report outlines the next steps SFRS</p>	HROD Staff Governance Groups	Fiona Munro	Jason Sharp	HROD Staff Governance Groups

					<p>will take to further decrease the gender pay gap and occupational segregation. These include: ongoing focus on Positive Action; policy and procedures to support equitable pay progression; support for women for career progression and improved data collection. Scoping is also taking place to develop a Reward and Recognition Framework which goes some way to address comments within the Staff Survey. In addition, an exercise will be carried out that considers how the Support Staff Salaries are supporting the attraction and retention of staff. This will include</p>				
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					<p>the collation of updated salary benchmark data.</p> <p>29.01.20 SFRS Recognition Scheme has been approved and is due for implementation in Q1 20/21.</p>				
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3d. Review and develop supportive Employment Policies and Procedures.	Mar 2020	Mary Corry	Mar 2020	Green	<p>Development of a suite of policies and procedures and associated reviews is ongoing.</p> <p>20.05.19. The HROD Policy Forward Planning Schedule has been updated and is now embedded within Service wide QMS standards, with a focus on ensuring priority policies are delivered and reviewed within agreed timescales.</p> <p>9.10.19 The POD Policy Forward Planning Schedule is being updated to reflect the changes in the Directorates structure and will be completed by Dec 19.</p> <p>31.01.20 The POD Policy Forward Planning Schedule has been updated to reflect the changes in the</p>	HROD Staff Governance Groups	Fiona Munro	Jason Sharp	HROD Staff Governance Groups
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					Directorate. Development and review of a range of policies particularly related to family leave and flexible working currently ongoing.				
3e. Improve Equality Data Gathering and monitoring processes.	Mar 2020	Karen Lewis	Mar 2020	Green	Request for employees to input personal data on ESS iTrent May/July 2018. 20.05.19. Regularly communications are issued for staff to update their details through the Employee Self Service. The Outlook Welcome email issued to New Entrants was updated to request they input their details on appointment. Further work will be done to encourage staff to complete personal information on iTrent ESS and	HROD Staff Governance Groups	Fiona Munro	Jason Sharp	HROD Staff Governance Groups



					<p>completion rates will continue be monitored.</p> <p>09.10.19 Work on this is being reinvigorated in line with the Positive Action Strategy.</p> <p>29.01.2020 A sensitive data working group is currently reviewing system functionality and are considering a revised approach to encourage existing employees to share their sensitive data.</p>				
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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