

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

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.
Action 1.1	Publish documentation, High Level Plan that provides a blueprint to support the delivery of the organisation's vision.
Closing position statement at January 2020	The High-Level Plan was approved by the Board on 31 January 2020.
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.
Action 1.2	Undertake an organisational P3M3 Assessment, and supporting actions, to understand and enhance the Service's programme and project maturity levels.
Closing position statement at January 2020	P3M3 assessments will be replaced by a Scottish Government Gateway Review which will assess project maturity levels.
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.
Action 1.3	Embed Portfolio, Programme and Project management skills within the organisation's Leadership Pathway.
Closing position statement at March 2019	Portfolio, Programme and Project management skills have been embedded into Supervisory, Middle and Strategic development Pathways. An in-house Project Management course also in development.
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.
Action 1.4	Revise the Programme Office Board governance arrangements to support the management of both Service Transformation and business as usual activities.
Closing position statement at December 2019	A restructure of Programme Office Board was undertaken. This was supported by a review of Programme Office Board and Transformation and Major Projects Committee activities.
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.
Action 1.5	Develop a Programme Office Communications Strategy to communicate key updates and information to Executive Leads and Project Managers.
Closing position statement at July 2019	There is a new dashboard to provide Project/Programme overview and an engagement process to hold meetings between Programme Office and Project management teams to communicate key updates and information to Executive Leads and Project Managers.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 1a	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 e 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.
Action 1.a.1	Implement revised standardised terms and conditions for uniformed staff.
Closing position statement at January 2019	Collective agreement was reached on standardised terms and condition for Wholetime employees in April 2018, with some terms applying to Retained Duty System employees. These were implemented on a phased basis from June 2018, October 2018 and January 2019 along with supporting policies and processes. These revised standardised terms are now well embedded and reviews of a number of these aspects have taken place since that time to ensure they are meeting their intended benefits and to address any issues arising, as well as to revise these where required in order to ensure they continue to meet business needs.
Recommendation 1a	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 e 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.
Action 1a.2	Complete the standardisation of Retained Duty System (RDS) specific terms and conditions, including implementation.
Closing position statement at November 2022	The project has been underway for a number of years, with negotiations commencing in 2017 and formal offers for standardisation of Retained Duty System (RDS) Terms and Conditions (T&Cs) being made by Scottish Fire and Rescue Service (SFRS) in 2019. Unfortunately to date it hasn't been possible to reach collective agreement on this matter in order to move to implementation of revised T&Cs for this group of staff. Dialogue has however, continued with the representative bodies, supported at a number of stages by the National Joint Council Secretariat and Resolution Advisory Panel, with the aim of addressing the outstanding issues in order to reach an agreed position. Approval to close this recommendation and consider as 'business as usual' was supported by Senior Management Board (SMB) on this basis, as it features on both the Annual Operating Plan and the People and Organisational Development Directorate Plan for 2022/23 and is being monitored accordingly.
Recommendation 1a	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 e 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.
Action 1.a.3	Negotiate a revised reward package and terms and conditions which reflect a broadened Firefighter role.
Closing position statement at February 2022	A Project Termination Report for SFRS' formal project on broadening the Firefighter role was submitted and approved by the Senior Management Board in February 2021, following rejection of the SFRS' formal offer to the representative bodies. This action was closed on that basis. However, dialogue has continued to take place with both the Fire Brigades Union and the Scottish Government on development of the Firefighter role and associated reward.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 1b	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 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.
Action 1b.1	Provide the appropriate number of Trainee Firefighters to meet the needs of the Service Delivery Area retirees as identified in the workforce planning.
Closing position statement at April 2019	Strategic workforce planning activity continues to be monitored against the Target Operating Model and the Pensions Remedy to ensure recruitment is evidence led. Ongoing resourcing recovery actions and engagement within Service Delivery Areas to support Watch balancing activities have ensured operational response has been maintained.
Recommendation 1b	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 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.
Action 1b.2	Provide the appropriate national campaigns at Crew Manager to Area Manager to meet the needs of the Service Delivery Area retirees as identified in the workforce planning.
Closing position statement at April 2019	Significant organisational effort has been focused on delivering multiple promotional campaigns to satisfy organisational requirements, with campaigns being reviewed and aligned to Supervisory, Middle and Strategic Manager levels. All campaigns have now delivered and holding pools to meet SFRS requirements for the next 18 months have been established.
Recommendation 1c	1c. 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 agree a long-term strategy for asset management and a medium-term asset management plan by December 2018 that reflects the aims of transformation.
Action 1c.1	Develop and gain approval for a corporate asset management strategy.
Closing position statement at June 2019	The Asset Management Strategy was approved by the Board on 27 June 2019.
Recommendation 1c	1c. 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 agree a long-term strategy for asset management and a medium-term asset management plan by December 2018 that reflects the aims of transformation.
Action 1c.2	Deliver planned capital investment in line with the approved programme.
Closing position statement at March 2019	Planned capital investments for 2018/19 were delivered in line with amended and approved programme of works.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 2	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.
Action 2.1	Communicate the expectations of the PMF.
Closing position statement at March 2019	The Performance Management Framework (PMF) and associated narrative has been published and is available on the SFRS website and staff intranet.
Recommendation 2	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.
Action 2.2	Identify an appropriate suite of performance measures to support challenge and evidence led decision making at multiple levels.
Closing position statement at March 2019	A revised suite of performance measures has been published within the Performance Management Framework (PMF). A change point process to identify changes in trends has also been implemented. The Performance Management Framework and our corporate indicators will be reviewed on a yearly basis.
Recommendation 2	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.
Action 2.3	Identify an appropriate suite of local performance measures to support local challenge and evidence continuous improvement.
Closing position statement at March 2020	Service Delivery Area Performance Proposal Indicator List has been developed. The Key Performance Indicators for the Service Delivery Areas have now been developed to support local challenges and evidence continuous improvement.
Recommendation 2	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.
Action 2.4	Develop effective performance reporting so that performance information is communicated and used throughout the organisation.
Closing position statement at August 2020	Our Performance Management reporting process joins all threads of the Strategic Plan's underpinning actions, performance measures and risks from across the Service. The process aims to provide a consistent application of the Performance Management Framework (PMF) whilst supporting the Board and managers in providing information that is high value, trustworthy and of good quality. Our performance data is collated, presented and reported in many different formats to support detailed analytics and scrutiny e.g. Corporate Risk and Performance Reporting and Service Delivery Committee Quarterly Performance Reporting.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 2	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.
Action 2.5	Develop Training and Development Programmes to build knowledge and understanding of performance management.
Closing position statement at March 2020	Business Intelligence and Data Services has been restructured to deliver against objectives of the Business Intelligence (BI) Strategy. Performance management and analysis of Service data will be produced by this team and bespoke performance dashboards will be developed by in conjunction with individual departments. There is no requirement for training and development programmes at this time. Understanding of performance management will be supported and improved through the implementation of the SFRS Business Intelligence Strategy and annual action plans. It is proposed that this action is void.
Recommendation 2	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.
Action 2.6	Procure and implement a performance management system to support delivery of the Performance Management Framework (PMF).
Closing position statement at March 2020	A Performance Management System was procured and is in use. The new Performance Management Framework which has been developed to drive improvement in this area has been to the Strategic Leadership Team and is going to the SFRS Board in May 2021. Furthermore, the new SFRS Business Intelligence Strategy and Action Plan was approved by SFRS Board in March 2021. Further procurement of Microsoft Power BI is expected to complete in May 2021.
Recommendation 2	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.
Action 2.7	Develop performance indicators with partners so SFRS contribution to joint outcome improvement can be measured.
Closing position statement at March 2020	This action will be progressed by the Community Planning Improvement Board. As this action is no longer under our control, it has been closed.
Recommendation 3	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.
Action 3.1	Workshop scheduled to develop the delivery plan on 13.08.2018.
Closing position statement at December 2018	A Reform Collaboration Group Strategy Collaboration Strategy has been developed and implemented.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 3	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.
Action 3.2	A recruitment plan is underway to resource this priority area.
Closing position statement at December 2018	The Scottish Fire and Rescue Service (SFRS) Collaboration Officer is now in post.
Recommendation 3	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.
Action 3.3	Implement performance reporting arrangements to ensure SFRS Board have an oversight of Reform Collaboration Group (RCG) progress against Collaboration Strategy Delivery Plan.
Closing position statement at December 2018	Papers are circulated to the Board. This will continue as Business as Usual and the action closed.
Recommendation 4	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.
Action 4.1	Develop draft Planning and Evaluation policy and procedure.
Closing position statement at April 2019	The Planning and Evaluation Policy was published in April 2019.
Recommendation 4	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.
Action 4.2	Run Pilot initiatives and seek internal and external comment.
Closing position statement at March 2019	Pilot initiatives were run in each Service Delivery Area. A consultant was engaged to conduct an external evaluation.
Recommendation 4	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.
Action 4.3	Finalise Policy and Procedure for consultation.
Closing position statement at April 2019	The Strategic Leadership Team approved the Policy on 23 April 2019.
Recommendation 4	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.
Action 4.4	Identify appropriate governance route.
Closing position statement at April 2019	The Governance route for reporting the impact of community safety activity was approved by the Strategic Leadership Team on 23 April 2019.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 4	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.
Action 4.5	Finalise Policy and Procedure prior to implementation.
Closing position statement at April 2019	The Strategic Leadership Team approved the Policy on 23 April 2019.
Recommendation 4	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.
Action 4.6	Identify training needs and develop implementation plan including go live date.
Closing position statement at June 2019	The proposed Training plan was agreed and implemented in June 2019.
Recommendation 4	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.
Action 4.7	Implement policy and procedure.
Closing position statement at August 2019	The policy was published and the training plan implemented in August 2019.
Recommendation 5	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.
Action 5.1	Re-launch Equality Impact Assessment Process on iHub.
Closing position statement at March 2021	A process mapping exercise was carried out to determine good practice and areas for improvement within the Equality and Human Rights Impact Assessments (EHRIA). Engagement took place with colleagues from across the Service who had either attended the EHRIA training recently or who liaise with the Equality and Diversity Team regularly around EHRIAs. The feedback was used to amend the EHRIA form and make it more user friendly. This included providing 'points for consideration' for each of the protected characteristics, with links to useful documents and evidence. The form was also amended to include mental health, both as it relates to the protected characteristics and with a section for consideration in its own right.
Recommendation 5	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.
Action 5.2	Evaluate completion rates of Equality Impact Assessments within Board decision making processes.
Closing position statement at March 2020	The new Corporate Governance arrangements and templates process have been updated and ensure that the Equality and Human Rights Impact Assessments will continue to accompany any paper that is submitted to the Board and will be considered through the template checklist prior to submission.

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 5	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.
Action 5.3.a	Maximise attraction from under- represented groups for all SFRS vacancies.
Closing position statement at March 2020	This action was noted in 2020 as not reflective of the associated recommendation and adjusted accordingly – this appears not to have been captured in the final documentation. Equality and Human Rights Impact Assessments are published on the SFRS website with their associated Board papers. SFRS has reviewed its approach to Positive Action in recruitment and is in the process of introducing a renewed model and toolkit to facilitate local delivery of positive action activities.
Recommendation 5	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.
Action 5.3.b	Improve access to/support career development for underrepresented groups.
Closing position statement at March 2020	This action was noted in 2020 as not reflective of the associated recommendation and was adjusted accordingly – this appears not have been captured in the final documentation. Equality and Human Rights Impact Assessments are published on the SFRS website with their associated Board papers. SFRS has reviewed its approach to Positive Action in promotion and development and is in the process of introducing a renewed model, toolkit and mentoring programme to meet this action.
Recommendation 5	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.
Action 5.3.c	Develop and establish fair and equitable Pay and Reward Frameworks.
Closing position statement at August 2021	<p>Links to 1.a.1 and 1.a.2 – please refer to final position statements with reference to those actions.</p> <p>Additionally, SFRS has successfully negotiated, agreed and implemented standardised terms and conditions for Uniformed Instructional employees which are embedding well and enabling flexibilities in the delivery of training and instruction provided to Wholetime and On Call employees.</p> <p>An Employee Recognition Scheme aligned to the Service values and strategic objectives was successfully launched in October 2021. This has been well-received by employees and is now embedded as a twice-yearly event, in spring and autumn each year.</p> <p>Initial scoping has commenced to inform a wider review of employee benefits commencing in 2024/25. In the meantime, the Service has been exploring several options to enhance our total reward package, making best use of the provisions currently available.</p> <p>On an annual basis, Support Staff pay reviews have been utilised to examine aspects of the Support Staff Pay and Reward Framework to ensure it remains attractive and fit for purpose. These reviews have involved benchmarking of terms and conditions against other comparable organisations to ensure the Service remains competitive in the labour market.</p>

AUDIT SCOTLAND - AUDIT AND INSPECTION POSITION STATEMENT

Recommendation 5	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.
Action 5.3.d	Review and develop supportive Employment Policies and Procedures.
Closing position statement at March 2020	The Service has in place a suite of standardised SFRS policies and procedures. The range of employment related policies continue to be reviewed as part of a business as usual approach and to respond to legislative changes and business need as required. SFRS will continue to seek to enhance its policies and arrangements to ensure these remain attractive and supportive whilst achieving business aims, therefore this is now captured as a business as usual activity.
Recommendation 5	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.
Action 5.3.e	Improve Equality Data Gathering and monitoring processes.
Closing position statement at June 2021	A system review was undertaken in May 2021 and a long-term communications plan was developed to encourage an improved return on sensitive employee information. An action plan was developed to support continued improvement in this area, including system enhancements, ongoing/long term communications plan with employees and new starts, and streamlined reporting of workforce data to improve monitoring in this area which in turn will inform policy, practice and organisational decision making.