

AUDIT AND INSPECTION POSITION STATEMENT: HMFSI FLEET AND EQUIPMENT ACTION PLAN

Recommendation 1a Action 1a 1	The SFRS should continue to invest in its workshops infrastructure in order to upgrade or maintain all facilities to a recognised national standard. Lessons learned from previous workshops projects should be incorporated into the new facility planned for the West SDA. The Project Board should maintain representative body and workforce participation.
Opening position statement at	N/A
Closing position statement at May 2022	SFRS will continue to invest in all its workplaces, our key priority is the relocation and modernisation of the Cowcaddens Workshops. An options review was carried out with a recommendation submitted to the Board by October 2019. After further discussion, it has been agreed to proceed with the West Asset Resource Centre construction at HQ Cambuslang. The Project Board have now signed off final building plans and construction has commenced.
Recommendation 1b Action 1b 1	All workshop sites should work in greater collaboration in order to encourage joined up thinking and standardise national practices.
Opening position statement at	N/A
Closing Position statement at May 2022	Fleet Services have initiated an internal working group to review and agree all the workshops national standard practices and documentation. All Fleet Workshop managers meeting's agenda and minutes documented and shared on Fleet Intranet site.
Recommendation 1c Action 1c 1	There should be a clear delineation of roles and responsibility for all stakeholders in respect of the Fleet Function.
Opening position statement at	N/A
Closing Position statement at May 2022	A process was initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the Service. Communication has taken place with all Fleet employees to ensure that they are aware of their roles and understand their reporting lines.
Recommendation 2 Action 2.1	The Scottish Government has recognised that the SFRS inherited a substantial capital backlog from the eight legacy services and has worked closely with the Service to identify and provide levels of increased capital funding. However, in order to continue to address this backlog the SFRS should continue to endeavour to secure appropriate capital funding to support the Service's future requirements.
Opening position statement at	No action required

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Closing Position statement at May 2022	No action required
Recommendation 3 Action 3.1	The SFRS should consider a review of the relationship between the Fleet Function and the end user with a view to a more focused approach on customer satisfaction, thus achieving greater accountability and understanding of expectations from both partners.
Opening position Statement at	N/A
Closing position statement at May 2022	SFRS doesn't recognise that any structural changes are required. However, the Asset Management Liaison Board is now a strategic meeting which takes place every six weeks, and its membership is fully reflective of all end users of Fleet and Assets.
Recommendation 4a Action 4a 1	New concept vehicles and equipment should be thoroughly trialled and evaluated in order to ensure suitability, quality and Best Value before further roll-out. They should also be assessed for their impact on equality. New vehicle projects should incorporate a planned multi-departmental timeline to streamline a smooth transition into service.
Opening position statement at	N/A
Closing position statement at May 2022	SFRS ensure that all stakeholder departments are involved within the specification, procurement and deployment of all new concept appliances. This is now a standard approach for the User Intelligence Group (UIG) that form the specification and procurement process. Any new concept vehicle or vehicles are authorised and commissioned at the Asset Management Liaison Board. Full project management procedures are deployed to ensure their efficient and collective deployment across the Service.
Recommendation 4b Action 4b 1	This will assist with a more efficient use of resources and increase the number and quality of spare vehicles.
Opening position statement at	N/A
Closing position statement at May 2022	SFRS reviewed and prepared a programme and report for upgrading of spare fleet appliances. This action is now complete. A paper has been completed on average age of Reserve fleet after the implementation of 30 new pumps across the Service.
Recommendation 5 Action 5.1	The driver training fleet should be modernised to increase reliability and include vehicles with new technology, so drivers can develop appropriate skills from the outset or to meet the requirements of new technology.
Opening position statement at	N/A

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Closing position statement at May 2022	SFRS reviewed and prepared a programme and report for the upgrading of Driver Training appliances. Further meetings took place in August 2019 to review and upgrade the allocated dedicated vehicles assigned to Training. All new appliances are now commissioned and allocated to the operational stations via Training. This ensures that the driver training at station level is always on the new appliances. Additionally, three new appliances dedicated to driver training fleet have also been assigned to Training.
Recommendation 6 Action 6.1	The strategy for technology employed in the governance, management and control of assets should be reviewed to produce and implement a modernised, standard approach for all stakeholders.
Opening position statement at	N/A
Closing position statement at	Asset Management reviewed and introduced an upgraded electronic asset management system. Version 9 of our upgraded electronic asset management system is complete. A Tranman user group will be introduced as part of actions from the Strategic Asset Management Plan.
Recommendation 7a Action 7a 1	All workshop managers should incorporate condition scoring into their fleet governance to better inform vehicle replacement assessment, rather than age alone.
Opening position statement at	N/A
Closing Position statement at May 2022	The regional Scottish Fleet Managers have introduced and monitor the national condition scoring within the Asset Resource Centres. This process has been deployed across all four Asset Resource Centres.
Recommendation 7b Action 7b 1	The SFRS should review its Transport Strategy to better reflect the inclusion of condition scoring into the overall process.
Opening position Statement at	N/A
Closing position statement at May 2022	The Scottish Fleet Manager has reviewed the strategy and ensures that condition scoring is explicit within the document. The Fleet Manager has revised the Standard Inspection Sheet to include condition scoring.
Recommendation 8 Action 8.1	The SFRS should embrace greater interdepartmental collaboration in respect of procurement of new vehicles and equipment with more focus on workshop and end user involvement. This should include multi-departmental evaluation following each procurement process, in order to compile organisational learning to inform and improve future project management.
Opening position statement at	NO ACTION REQUIRED. This is already captured and is covered under Recommendation 4. The actions that SFRS has taken to address this are the same as recorded for this recommendation.

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Closing position statement at	N/A
Recommendation 9 Action 9.1	The SFRS should continue to ensure efficient workforce planning in respect to procurement staff with the monitoring of market allowances and horizon scanning for efficient succession planning. In order to ease capacity issues, the SFRS should investigate opportunities for collaborative procurement with other public-sector bodies where there is commonality.
Opening position statement at	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.
Closing position statement at	N/A
Recommendation 10 Action 10.1	The Procurement Department should work closely with TED in the inclusion of training packages within procurements to benefit all aspects of training. TED should then manage its provision.
Opening position statement at	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.
Closing position statement at	N/A
Recommendation 11 Action 11.1	The Procurement Department should work closely with workshops managers to maintain a quick and easy method of authorising the throughput of spare parts to reduce the time that vehicles are out of service awaiting spare parts sign off.
Opening position statement at	NO ACTION REQUIRED Situation has altered or changed considerably since the audit review.
Closing position statement at	N/A
Recommendation 12 Action 12.1	The SFRS should investigate further collaboration opportunities with emergency service partners. For example, shared maintenance and repair contracts in remote areas, shared workshops space, shared peer review and quality assurance and procurement of spare parts.
Opening position statement at	N/A
Closing position statement at	The SFRS has strengthened its relationships with all the other emergency service partners and create a shared services activity schedule on our intranet site. Excellent progress has already been made on this with exception of all our key shared property processes. Fleet are now involved in the following areas of shared services: 1. AVLS Joint Share Contract currently being Deployed 2. Consumable Spares contract (SFRS Leading) 3. Electric

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		Vehicles Infrastructure 4. Shared workshop opportunities 5. Regular contact meetings to discuss shared opportunities The Joint Asset Sharing Group was set up with Police SAS and SFRS and continues to look for collaboration opportunities.
Recommendation Action 13a 1	13a	The SFRS should undertake a review of working practices within the Fleet Function with a view to maximising overall staff output, improve staff development, secure Best Value and improve staff morale.
Opening position statement at		N/A
Closing position statement at May 2022		A review was initiated by the Regional Managers to look at all working practices and to agree and implement a new national performance-based process. All the appraisal interviews were completed, and action plans developed. Tranman version 9 has been updated to include performance reporting tiles.
Recommendation Action 13b 1	13b	The SFRS should also consider a national on-call procedure for mechanics.
Opening position statement at		N/A
Closing position statement at May 2022		Following discussions with representative bodies colleagues at the Trade Union Liaison meeting on 23 June 2020 it was agreed that the stand-by arrangements should be maintained as area specific. This action is no longer required.
Recommendation Action 14a 1	14a	The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.
Opening position statement at		N/A
Closing position statement at May 2022		A succession plan was developed, and a report presented to Director of Finance and Contractual Services for consideration. A report on age profile of staff was also completed.
Recommendation Action 14b 1	14b	The SFRS should also investigate the use of apprenticeships within the Fleet Function to promote a skilled workforce for the future.
Opening position statement at		N/A
Closing position statement at May 2022		Funding has been secured for four apprentices, one for each Asset Resource Centre. New apprentice posts have been secured.

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Recommendation Action 15.1	15	The SFRS should consider what information the Fleet Function shares in terms of performance management and consider whether it best meets the needs of its customers.
Opening position statement at		N/A
Closing position statement at May 2022		Fleet Services have prepared a suite of Key Performance Indicators (KPI) and these are submitted and discussed at the Asset Management Liaison Board for monitoring. The Strategic Asset Management Plan: Fleet will also have additional KPIs defined to monitor progress of objectives and actions.
Recommendation Action 16.1	16	The Fleet H&S handbook should be implemented across all workshops sites. This would assist in workshops staff embracing cultural improvement in H&S and increasing near miss reporting in order to maximise organisational learning.
Opening position statement at		N/A
Closing position statement at May 2022		Fleet services have produced and issued a new revised Health and Safety Handbook.
Recommendation Action 17.1	17	A training plan stemming from the H&S training gap analysis should be fully implemented for workshops managers in order to mitigate this organisational risk. Also, a gap analysis on H&S training should be carried out for mechanics and equipment staff in order to design and implement a training plan which will again mitigate organisational risk.
Opening position statement at		N/A
Closing position statement at May 2022		A Health and Safety Gap analysis was completed and a training plan developed and implemented across all four Asset Resource Centres. A training Matrix for all Health & Safety training requirement was developed and implemented along with National Health & Safety action plan.
Recommendation Action 18.1	18	The SFRS having invested in an upgraded version, should fully assess whether Tranman is a suitable platform on which to build the management of all of its hard assets for the future. If so, it should give due consideration to future proof the system by the introduction of, a national standard for its usage. This should be supported by a thorough data cleansing programme and a training package for all staff who are required to use it.
Opening position statement at		N/A
Closing position statement at May 2022		Roll out of Tranman Version 9 across all workshop sites was completed along with a training package to all users. Tranman Version 9 working group minutes available on Fleet SharePoint site. A Tranman user group will be instigated and review of handheld devices for data input as actions stemming from the Strategic Asset Management Plan.

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Recommendation Action 19.1	19	The SFRS should explore with vehicle and equipment providers, the provision of a cover sheet which would detail all data input requirements for Tranman, including all separate warranties to allow for simple, standardised upload onto Tranman.
Opening position statement at		N/A
Closing position statement at May 2022		A standard pre- delivery inspection sheet has been passed by Operations Assurance Board and implemented.
Recommendation Action 20.1	20	As long as the SFRS continue to use Tranman it should ensure that it is interfaced with Technology One in order to accurately manage budgets and recognise full life costs.
Opening position statement at		N/A
Closing position statement at May 2022		This is aligned to ACTION 15.1 above and will form part of the KPIs. A series of performance reporting tiles have been implemented into the Fleet Management System.
Recommendation Action 21.1	21	Wi-Fi should be upgraded to cover all workshops areas in order to optimise the use of Wi-Fi enabled workshop equipment.
Opening position statement at		N/A
Closing position statement at May 2022		All fleet workshops have enabled access to Wi-Fi for vehicle software programming and updates.
Recommendation Action 22.1	22	A tracking system should be considered for the full fleet in order to improve efficiency in tracking and managing vehicle stock, the security of lone workers and to guard against vehicle misuse and theft.
Opening position statement at		N/A
Closing position statement at May 2022		A vehicle tracking system has been deployed across the light fleet.
Recommendation Action 23.1	23	Vehicle servicing in all areas should be fully audited in order to identify any major omissions, with an action plan generated to mitigate organisational risk. This should be coupled with a full evaluation of the vehicle maintenance schedule and inspection sheets in order to fully assess their suitability and cost effectiveness over the long-term.
Opening position statement at		N/A
Closing position statement at May 2022		Asset Management Project Governance staff trained in requirements to audit by the Freight Transport Association.

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Recommendation Action 24.1	24	Workshops managers should ensure the availability and visibility of vehicle maintenance schedules so that SD can implement measures to limit the operational impact of vehicle reductions or changeovers. The availability and location of this schedule should be advertised to all end users.
Opening position statement at		N/A
Closing position statement at		A new procedure was developed in conjunction with Service Area Deputy Assistant Chief Officers to ensure that transparency and efficiency was achieved with regards to scheduling of services. Intranet access to all station personnel has been granted whereby they can view open jobs and length of time vehicle has been in the workshop.
Recommendation Action 25.1	25	The SFRS should consider adopting a standardised Impress stocking system or similar, across all of its sites to greatly enhance efficiency. At the time of writing we understand that Police Scotland and the Scottish Ambulance Service are tendering together for an Impress system and the SFRS should explore the potential to work in partnership with this project.
Opening position statement at		N/A
Closing position statement at May 2022		A review of stock holdings was initiated and considered if impress stock is the best method of providing this service. (Note all our fleet tenders are discussed with both Police and SAS) It was confirmed that the current configuration of Tech-One does not support impress stock. However, this will be reviewed when the new integrated People, Training, Finance and Assets System is implemented over the next few years.
Recommendation Action 26.1	26	The SFRS should introduce national guidance on responsibility for the movement of vehicles for service and maintenance. It is our opinion that this work is not the best use of a mechanic's or equipment technician's time.
Opening position statement at		N/A
Closing position statement at May 2022		A national procedure was developed and implemented. Fleet compiled the job specification and job overview to allow the recruitment process to take place for the four new Driver posts which will facilitate the new national procedure. Recruitment is currently on hold until Emergency Services Network (ESN) project timelines have been defined. As the national procedure has been developed and will be implemented when timescales have been confirmed by ESN, this action is signed off as completed.
Recommendation Action 27.1	27	Consideration should be given to grouping vehicle inspections in remote rural areas, to cut down on travel time and improve efficiency. Again, working in partnership with other emergency services could provide benefit. Consideration should also be given to outsourcing more work in remote rural areas, when it is not cost effective to do so in-house.

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Opening position statement at	N/A
Closing position statement at	A review of the rural servicing schedules was initiated and considered the recommendations stated. All the schedules have been reviewed and realigned to minimise disruption.
Recommendation Action 28.1 28	Policy needs to be clear on the requirement, or not, of TED led driver familiarisation when driving an unfamiliar appliance. This aspect has been a contributory factor of appliance availability issues and in particular the use and movement of spare appliances around the country.
Opening position statement at	N/A
Closing position statement at May 2022	Refer to the Management of Occupational Road Risk Policy/Driver Handbook. Currently, there is a need for staff to undertake driver [familiarisation] training when staff are required to drive unfamiliar appliances. This is considered when new vehicles enter the Service and, as part of the appliance relocation strategy. Performance of driver training competencies incorporated with Training performance management processes.
Recommendation Action 29.1 29	Clarity should be given over who line manages equipment technicians in order to satisfy clear governance of their role.
Opening position statement at	N/A
Closing position statement at May 2022	A process was initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service. Communication has taken place with all Fleet Employees to ensure that they are aware of their roles and understand their reporting lines.
Recommendation Action 30.1 30	Communications between workshop staff and SD should be improved in order to give staff confidence in the state of vehicle repair and better plan for vehicle reduction and changeover at fire stations. The procedure for mechanics signing onto fire stations and recording when defects are fixed should be adhered to.
Opening position statement at	N/A
Closing position statement at May 2022	A national procedure was developed and implemented (linked to recommendation 26). Fleet staff now required to sign in at station as protocol by all fleet and equipment staff.
Recommendation Action 31.1 31	The SFRS should establish a national standard for the provision of spare appliances and whether vehicles will be delivered fully kitted with equipment or not.
Opening position statement at	N/A

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<p>Closing position statement at May 2022</p>	<p>Fully kitted appliances were not possible at this stage due to capital proprieties being directed elsewhere. This would be the most advantageous way of delivering new appliances. However limited capital and high demands for other projects will negate this from happening. An order for appliances was however completed with a full complement of equipment.</p>
<p>Recommendation Action 32.1</p>	<p>32 After a sufficient period of time has elapsed, the SFRS should carry out a detailed evaluation of the introduction and effectiveness of the RRUs introduced into operational service, in order to inform future provision. In general, greater collaboration between R&R workshop and SD staff on vehicle and equipment projects is desirable.</p>
<p>Opening position statement at</p>	<p>N/A</p>
<p>Closing position statement at May 2022</p>	<p>Rapid Response Unit (RRU) mobilisations and Ultra High-Pressure Lance now in use. An Operational Strategy Framework now produced and includes all aspects of evaluation of firefighting appliances and extinguishing media. RRUs are included and considered alongside all appliances and equipment in the relevant Operational Strategy Concept of Operations action.</p>