PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 11 MARCH 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

AGENDA

1   WELCOME

2   APOLOGIES FOR ABSENCE

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

4   DECLARATION OF INTERESTS
Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5   MINUTES OF PREVIOUS MEETING: 10 DECEMBER 2020 *(attached)*   *N Barr*

The Committee is asked to approve the minutes of this meeting.

6   ACTION LOG   *A Cameron*

The Committee is asked to note that there were no outstanding actions.

7   SERVICE DELIVERY UPDATE *(attached)*   *R Haggart*

The Committee is asked to scrutinise the attached report.

8   SERVICE DELIVERY PERFORMANCE REPORTING
8.1   Quarterly Performance Report for Q3 2020-21 *(attached)*   *S Stevens*
8.2   Action Plan and Closing Reports Updates *(attached)*   *R Whetton*
8.3   UFAS Review Project Update *(attached)*   *S Stevens*

Please note that this meeting will be recorded for the purposes of minute taking only.
The recording will be destroyed following final approval of the minutes.

9 OPERATIONAL LEARNING
9.1 Clinical Governance update (*attached*) *J Dickie*
9.2 Grenfell Tower Fire Update (*attached*) *S Stevens*

10 SERVICE DELIVERY RISK REGISTER
10.1 Service Delivery Risk Register *(attached)* *S Stevens*
10.2 Risk Spotlight – SD10 Fire Safety Enforcement – Impact of COVID and
     change of delivery model *(attached)* *S Stevens*

11 FORWARD PLANNING
11.1 Committee Forward Plan *(attached)* *N Barr*
11.2 Items for Consideration at Future IGF, Board and Strategy/Information and
     Development Day meetings *(verbal)* *N Barr*

12 REVIEW OF ACTIONS *A Cameron*

13 DATE OF NEXT MEETING
Thursday 26 May 2021 at 1000 hrs

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 10 DECEMBER 2020
(attached) *N Barr*

The Committee is asked to approve the private minutes of this meeting.

15 SERVICE DELIVERY UPDATE – COMMAND AND CONTROL FUTURES
(attached) *R Haggart*

The Committee is asked to scrutinise the attached report.

Please note that this meeting will be recorded for the purposes of minute taking only.
The recording will be destroyed following final approval of the minutes.

Agenda
Item 5

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 10 DECEMBER 2020 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr (Chair) (NB)	Lesley Bloomer (LBl)
Malcolm Payton (MP)	Fiona Thorburn (FT)
Tim Wright (TW)	

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Chris Fitzpatrick (CF)	Team Leader, Performance Data Services
Roy Dunsire (RD)	Group Commander, Prevention and Protection (Item 8.3 only)
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support, Executive Officer
Debbie Haddow (DH)	Board Support Team/Minutes

OBSERVERS

Marieke Dwarshuis, Board Member
Fraser Johnston, Watch Manager, Service Delivery

1   WELCOME

1.1   The Chair opened the meeting and welcomed those present, in particular observing Board Member, Marieke Dwarshuis. Thanks were extended to those who attended the Committee workshop on 10 November 2020. Issues discussed included firefighters competencies and currencies, Unwanted Fire Alarm Signals (UFAS) rules and regulations, concurrency of events and the scrutiny and assurance role of the Committee.

2   APOLOGIES

2.1   Richard Whetton, Head of Governance, Strategy and Performance

3   CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE

3.1   The Committee discussed and agreed that Item 15 (COVID-19 Reset and Renew) would be heard in private session due to the confidential nature of the issues in line with Standing Orders (Item 9G).

3.2   There were no further items to be considered in private.

4   DECLARATION OF INTERESTS
4.1   None

5   MINUTES OF PREVIOUS MEETING: 17 SEPTEMBER 2020
5.1   The following amendment were noted and agreed:

Apologies - Paul Stewart to be removed as not required to attend.

Paragraph 8.2.5 to be amended to read *"..consideration to be given whether it was possible to look at identifying the relevant criticality of recommendations."* instead of *"..consideration to be given on providing further information on the grading of recommendations.".*

Paragraph 8.2.7 to be amended to read *"..Health and Safety Improvement Plans .."* instead of *".. Health and Safety Implementation Plans ..".*

Paragraph 8.3.3 to be amended to read *"..retro-fitted .."* instead of *".. retro-applied ..".*

5.2   **Subject to the above amendments, the minutes of the meeting held on 17 September 2020 were approved as a true record of the meeting.**

6   ACTION LOG
6.1   There were no outstanding open actions to report.

7   SERVICE DELIVERY UPDATE
7.1   RH presented the update report detailing relevant matters from a SFRS service delivery perspective and highlighted the following key areas:
- Reporting period 3 September -26 November 2020 with caveat that work may have commenced prior to and continues outwith this period.
- Service Delivery Directorate section reports on the main functions - Prevention and Protection, Response and Resilience and Service Delivery areas.
- Training, Safety and Assurance section reports on Operational Assurance, Operational Training and Command and Control Futures Project.
- Implications of COVID and concurrent events.

7.2   In relation to the suite of Operational Availability Management documents developed to supersede the SFRS Appliance Withdrawal Strategy, SS stated that this now includes the option for withdrawal of specialist resources/capabilities. This would be applied in a strategic manner to manage availability and provide a framework for managers/control to adhere to. SS reminded the Committee of the recall to duty process should the need arise.

7.3   SS stated his intention to submit the findings and outcomes of the Strategic Review of Response and Resilience to the next meeting (March 2021) for information following approval by the Senior Management Board/Strategic Leadership Team.

7.4   Due to ongoing consultation and in line with Standing Orders (Item 9F), it was agreed that an update on the review of Local Senior Officer structure would be provided in the private session.

7.5   In relation to the Emergency Service Mobile Communication Programme (ESMCP), SS confirmed that this was UK central government project, in conjunction with devolved administrations, and the business case was currently being revised. SS stated that the Service had commenced preparations for this major project, including the convening of the ESMCP project board, in anticipation of UK governments notification.

7.6   JD confirmed that, in terms of the Airwave platform, there was no impact on the Command and Control Future Project as Airwave would remain in place until ESMCP was available.

7.7   SS reminded the Committee that the '*Make the Call'* campaign was launched on all social, radio and tv platforms and had secured additional funding to extend the campaign throughout the winter period.

7.8   The Committee requested an update on the virtual delivery of the Youth Volunteer Scheme. SS confirmed that the feedback continued to be positive with good levels of engagement and support being maintained especially during the bonfire period. SS stated that following the initial rollout and evaluation of same, the ambition would be to expand and develop the scheme.

7.9   SS reminded the Committee of the recent positive engagement with Public Health Scotland in relation to consistently applying Test and Protect processes across Scotland. The Service continues to engage with Public Health Scotland to ensure this position continues.

7.10   It was confirmed that the Operational Assurance Thematic Audit of Operational Discretion was carried out by the Operational Assurance team, who are independent from the Service Delivery team.

7.11   **The Committee scrutinised the report.**

8   SERVICE DELIVERY PERFORMANCE REPORTING
8.1   Quarterly Performance Report for Q2 2020-21
8.1.1   SS introduced CF to the Committee, who presented the performance report for quarter 2, highlighted with following key areas:
- Format continues to be revised to improve presentation of data.
- Number of incidents reduced by 8% from previous quarter and 3% on the 3-year average.
- Following further analysis, the notable increase in deliberates fires in the North Service Delivery Area (SDA) (up 33%) statement was retracted. Analysis of data for the previous 6 years, revealed that Q2 2019/20 recorded the lowest number of incidents. This subsequently impacted on the analysis of the current Q2 data which was shown to be in line the previous 6 years.
- Decrease in accidental dwellings fire and casualties.
- Increase in accidental dwelling fire fatalities.
- Increase in high severity accidental dwelling fires on the three-year average, however both East and North SDAs reported fewer high severity fires in Quarter 1 and the previous Quarter 2 (2019/20).
- Decrease in accidental non-domestic fires, RTC and UFAS.
- Decrease in calls to assist other agencies and effect entry/exit on previous years figures. However, the 3 year average figures for effecting entry/exits indicates an increase and indicates no change for assist other agencies.
- Home Fire Safety Visits (HFSV) decreased from previous years.
- Number of hydrant inspections were increasing but were still lower than previous year due to the current restrictions.
- Wholetime Availability (99%) and RDS Availability (72%)
- Figures for total working days lost both short and long-term absences.
- Increase in Call Handling and Response Times. Further analysis to be undertaken to identify reasons for this increase. It was noted that additional call challenging questions may be attributing factor.

8.1.2   In relations to hydrant inspections, it was noted that during the early stages of the pandemic hydrant operatives were unable to undertake their duties. Further discussion and consideration to be given to revisit the operational risk regarding hydrants.

8.1.3   In relation to fire safety enforcement work, SS stated that there were several factors such as varying numbers of officers and competency levels, undertaking operational duties, shielding, etc which would impact on the differing level so audits carried out within the individual areas.

8.1.4   In relation to the increased call handling/response times in the North SDA, CF indicated that this could be attributed to non-addressable incidents which could be difficult to locate accurately. SS reminded the Committee of the spate conditions experienced during Quarter 2, which would have resulted in increased calls received and calls being stacked.

8.1.5   The Committee queried the number of incidents recorded in the West SDA for Quarter 2. SS confirmed that the figure (10,777) was accurate and were coincidentally the same as Quarter 1.

8.1.6   AC indicated that the performance management framework would be discussed at the Committee Workshop and Board Strategy Day in February 2021.

8.1.7   **The Committee scrutinised the report.**

8.2   HMFSI Action Plan Updates
8.2.1   RH presented the report to the Committee to provide an update on the following audit and inspection action plans:
   * Fire Safety Enforcement (FSE) - 94% complete
   * Local Area Inspection National Recommendations - 63% complete (rolling action plan)
   * Management of Fleet and Equipment – 95% complete
   * Provision of Operational Risk Information – 91% complete

8.2.2   The action plans were previously submitted to the Senior Management Board's September and October meetings and progress had continued to be made since.

8.2.3   Within the covering report, typographical errors relating to appendices numbering were noted and amended post meeting.

8.2.4   Fire Safety Enforcement (FSE) Action Plan
The Committee were informed that the Local Enforcement Delivery Plans were publicly available on the SFRS website and details the methodology used for the Fire Safety Enforcement Policy Framework.

8.2.5   The Committee commented on the due dates which had past and questioned whether these should be revised to provide reassurance of the expected closure. RH noted the reasons for not adjusting the original due dates, however, it was agreed that additional narrative providing an anticipated completion date would be included.

8.2.6   The Committee commented on the timing of action plan updates being brought forward. RH confirmed that SMB meet monthly, however reporting on individual action plans are staggered to ensure the volume of business was appropriate and manageable. RH further confirmed that the action plans presented to the Committee were the most up to date versions, as submitted to the SMB.

8.2.7   Management of Fleet and Equipment Action Plan
         The Committee commented on the new suite of KPIs (Rec 15) which would form part of
         the consideration for the Board's set and whether to include some KPIs from fleet
         service.   AC to feedback to Director of Strategic Planning, Performance and
         Communications/Head of Governance, Strategy and Performance.

         The Committee were informed that the Wi-Fi upgrade (Rec 21) formed part of the ICT
8.2.8   work programme and there were no specific issues of note.

         It was noted that the update provided for Recommendation 26 (movement of vehicles)
8.2.9   was incorrect and this would reviewed/amended.

         Provision of Operational Risk Information Action Plan 4
8.2.10   It was confirmed that the Wi-Fi connectivity (Rec 7) was an external infrastructure issue
         and were given reassurance that internal processes were in place to ensure that the
         operational data remained up to date.

         The Committee noted the report.

8.2.11

8.3   **UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE**
8.3.1   **REPORT**
         SS introduced RD who presented a report to the Committee to provide an update on
         the work that has been undertaken, to take forward the recommendations contained
         within the UFAS Stocktake Review Report. The following key areas were highlighted:
         • Establishment of UFAS Project Board which is chaired by DACO Ali Perry.
         • Two working groups established to progress recommendations -
           Recommendation for Improvement Working Group (RIWG) and Recommendation
           for Change Working Group (RCWG).
         • RIWG – Six recommendations complete and remaining 7 recommendations were
           currently on track for completion.
         • Five-stage process developed for assessing viable options for responding to
           AFA's with shortlisted options being approved by the Strategic Leadership Team
           (27 November 2020).
         • Overview of key milestones and option appraisals process, planning commenced
           for staff and stakeholder engagement event to identify benefits and risk associated
           with each option.
         • Detailed assessment of option will be submitted for decision to the Strategic
           Leadership Team (March 2021) and thereafter to the full Board (June 2021).
         • Original timeline extended by 2 months to allow additional time to plan stakeholder
           engagement and public consultation events.

8.3.2   RD informed the Committee that a stakeholder mapping exercise was undertaken in
         conjunction with Comms & Engagement. This event focused on the key influence
         /interest stakeholders including key members of staff, ie UFAS champions, Operations
         Control, Station/Watch based personnel, etc, dutyholders and professional bodies.
         Draft communications had been prepared and would be issued prior to the holiday
         period. Further information pack/questionnaire to be circulated early January 2021.

8.3.3   The Committee requested that consideration be given to providing more detailed data
         on UFAS statistics and how the Committee would be able to monitor progress against
         any improvement recommendations arising from the UFAS project.

8.3.4   The Committee commented on the 5 bulletpoints detailing the overall aim of the options
         appraisal and suggested these be reviewed. RD noted that the 5 bulletpoints were used
         as the assessment criteria for shortlisting the option and would give consideration to
         amending the terminology, if deemed appropriate.

8.3.5   Under the key strategic implication Workforce section, the Committee commented on the statement that the options would release capacity for personnel to be available for other duties and suggested the wording "other duties" should be strengthened. SS confirmed that he was content that the statement within next section Health and Safety supported the previous statement.

8.3.6   **The Committee noted the report.**

(The meeting broke at 1137 hrs and reconvened at 1145 hrs)

9   OPERATIONAL LEARNING
9.1   SFRS Clinical Governance Arrangements
9.1.1   JD presented a report to the Committee providing an update on the Service's proposed clinical governance arrangements in partnership with Scottish Ambulance Service (SAS) which were approval by the SMB/SLT (paper circulated to the Committee for information). The Clinical Governance Technical Working Group would be established and all clinical governance arrangements would be developed in partnership with SAS. The Clinical Governance Co-ordinator had been identified and it had been confirmed that SFRS would have access to all 5 Clinical Governance Managers. Some foundation work had already been undertaken and the intended go live date was 1 January 2021

9.1.2   The Committee requested clarification on the scrutiny and assurance processes of the clinical governance arrangements. KD stated that oversight and scrutiny of these arrangements should be carried out by the Service Delivery Committee and then reported to the full Board. JD confirmed the reporting route was to the SMB via the Technical Working Group. Further work and reporting routes to be considered and noted that reports to the Committee could be developed.

9.1.3   **The Committee noted the verbal report.**

9.2   Grenfell Tower Fire – Update Report
9.2.1   SS presented a report to the Committee outlining the work being undertaken by the Service in conjunction with relevant partners, following the Grenfell Tower fire tragedy in June 2017. The following key points were highlighted:
- Eleven actions complete, progress being made on remaining 20 actions.
- Impact of second COVID wave and focus on concurrent events.
- Full action plan includes timescale, prioritisation and progress against actions.
- Publication of Scottish Government's response to Grenfell Tower Inquiry Phase 1 Report.

9.2.2   The Committee reiterated the usefulness of adding narrative to highlight amended due dates, completion dates, etc. SS stated that the due dates were currently being reviewed, however, he was still confident that the overall plan would be completed by June 2021.

9.2.3   Within the next iteration of the report, it was agreed that commentary would be included to clarify the position of actions not reliant on live exercises.

9.2.4   **The Committee noted the report.**

(R Dunsire left at 1200 hrs)

10   SERVICE DELIVERY RISK REGISTER

10.1   **Service Delivery Risk Register**

10.1.1 SS presented the Service Delivery Aligned Risks noting that the Directorate risk register was reviewed monthly to ensure the probability, impact of the action and control measures in place were appropriate.

10.1.2 In regard to Risk SD8 (unintentional harm within our communities), SS indicated that this focussed on partnership and data sharing and the Service ability to effect change and improve community outcomes.

10.1.3 In regard to SD10 (enforce fire safety legislation), SS informed the Committee that following a recent review, the current risk rating had been increased to more accurately reflect the current position.

10.1.4 In regard to SD1 (failure to mobilise), SS confirmed that this has been recently reviewed and the current risk rating remained unchanged. The Service had undertaken all appropriate and available actions/control measures, however, the risk remained high. He commented on the reliability issues recently experienced with control terminals.

10.1.5 In regard to SD2 (inability to plan), SS noted that this risk referred to resourcing as well as planning. Due to the external funding position being unknown, SS confirmed that there remains a possibility that we would be unable to appropriately resources and plan for major events ie COP26.

10.1.6 **The Committee noted the report.**

10.2   **Draft InPhase Risk Register Example**

10.2.1 CF presented the Committee with a demonstration of the Draft InPhase Risk Register and highlighted the following:
- Currently still under development. Anticipated to go live in late January 2021.
- Dedicated pages for Strategic Risks and Directorate Risks showing the inherent, current and target risk ratings.
- Ability to filter by Risk Owner, focus on individual risks, review data submitted to individual Boards, review control measures and download reports.

10.2.2 CF confirmed that the risk information would be available to all InPhase Users.

10.2.3 CF anticipated that the InPhase risk reporting would be submitted to the Audit and Risk Assurance Committee meeting (21 January 2021).

10.2.4 Following the Data Developer recruitment process, CF confirmed that the successful candidate would take up their position in early January 2021.

10.2.5 **The Committee welcomed the demonstration and noted the verbal update.**

11   FORWARD PLANNING

11.1   **Committee Forward Plan**

11.1.1 The Committee noted the forward plan.

11.1.2 The following items were noted:
- Three phases of operational assurance (before, during and post) will be discussed consecutively at the next 3 meetings.
- Further off-table discussions on UFAS reporting and potential to be included into the next iteration of the report.

11.2   **Items for Consideration at Future IGF, Board and Strategy/Information and Development Day Meetings**

11.2.1 There were no items for consideration.

12   REVIEW OF ACTIONS

12.1   AC confirmed that there were no formal actions recorded during the meeting.

12.1   Informal actions/items to note included Performance Report (missing data), KPI on fleet/equipment and UFAS reporting.

13   DATE OF NEXT MEETING

13.1   The next meeting is scheduled to take place on Thursday 11 March 2021.

13.2   There being no further matters to discuss, the public meeting closed at 1230 hours.

PRIVATE SESSION

7   SERVICE DELIVERY UPDATE

RH updated the Committee on the proposed changes within the Local Senior Officer structure.

14   MINUTES OF PREVIOUS MEETING: 17 SEPTEMBER 2020

14.1   The minutes were approved as an accurate record.

15   COVID-19 – RESET AND RENEW

15.1   PSt presented a report to the Committee detailing the on-going work to review activity and learn lessons during the COVID-19 pandemic under work entitled Reset and Renew.

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/01-21

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	**11 MARCH 2021**							
Report Title:	**SERVICE DELIVERY UPDATE REPORT**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.

2	**Background**
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.

3	**Main Report/Detail**
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.
3.2	This report covers the period from 27 November 2020 to 21 February 2021, albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.

4	**Recommendation**
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.

5.2 5.2.1	**Environmental & Sustainability** Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.3 5.3.1	**Workforce** Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.4 5.4.1	**Health & Safety** Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	**Training** Specific details in relation to operational training are contained within Appendix A.
5.6 5.6.1	**Timing** This report covers the period from 27 November 2020 to 21 February 2021 and, where appropriate, the period prior to and following this.
5.7 5.7.1	**Performance** A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.8 5.8.1	**Communications & Engagement** Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.9 5.9.1	**Legal** Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.10 5.10.1	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.11 5.11.1	**Risk** A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.
5.12 5.12.1	**Equalities** *EIA completed ~~Yes~~/No. If not applicable state reasons.* A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.13 5.13.1	**Service Delivery** This report provides an update to SDC on service delivery related matters.
6	**Core Brief**
6.1	Not applicable.
7	**Appendices/Further Reading**
7.1	Appendix A: Service Delivery Update.

Prepared by:	Service Delivery, and Training, Safety and Assurance Directorates
Sponsored by:	Ross Haggart, Deputy Chief Officer
Presented by:	Ross Haggart, Deputy Chief Officer

Links to Strategy and Corporate Values
This report supports the SFRS Objectives of *Prevention*, *Response* and *People*, and all four Values of *Safety*, *Teamwork*, *Respect* and *Innovation*.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Service Delivery Committee	*11 March 2021*	*For Scrutiny*

APPENDIX A: Service Delivery Update

SERVICE DELIVERY DIRECTORATE	
Prevention and Protection	
Item	Commentary
Spring Thematic Plan	P&P have launched this year's Spring Thematic Action Plan. The focus of this national campaign is primarily anti-social behaviour and wildfire prevention.
COVID Lockdown and Make the Call Campaigns	The Service delivered two high profiles campaigns over the winter period. The first covered home safety due to lockdown and provided advice around a broad range of safety messages. The second was an extension of the #Makethecall fire safety campaign.
Home Fire Safety Programme	Due to the ongoing COVID 19 restrictions the number of HFSV's delivered remains significantly lower than normal. P&P are developing a robust recovery plan to address this which will be delivered in line with the lifting of restrictions.
Youth Volunteer Programme	The Youth Volunteer programme continues to be delivered on a virtual basis due to ongoing COVID restrictions. A number of YV Units have joined up for joint virtual sessions. The Director of Service Delivery also recently joined a session.
Grenfell Action Plan & Ministerial Working Group	The Service has continued to support the various Ministerial Working Groups set up following the Grenfell Tower tragedy. The resurgence of COVID has prevented some actions from the SFRS action plan being progressed. (update on agenda)
New Smoke Detection Standards	Scottish Government have indicated that the change to legislation for domestic smoke detection will now be 2022. However, the service has begun the rollout of the fitting to the new domestic smoke detection standards. This rollout was progressing well but further COVID restrictions are hampering this process.
UFAS Working Group	The UFAS Working Group project is progressing well with actions being either complete or on track. The response change element has progressed to stage three which includes the delivery of a stakeholder event. (update on agenda)
Fire Safety Enforcement	Ongoing COVID restrictions are continuing to impact on the Services ability to carry out physical audits in some high-risk premises. Virtual audits are being used where practicable. Detailed recovery plans are being developed to ensure that SFRS Framework premises are audited as soon as restrictions allow. (further details will be provided under Risk item)

Cameron House	The criminal case against Cameron House and member of staff concluded and both were found guilty of breaches in the Fire Scotland Act and Health and Safety at Work Act. The owners of Cameron House were fined £500k. This was the culmination of a significant investigation in which SFRS played a key role.
Operations	
Item	Commentary
All Risks/D20 Response (COVID, EU Exit, severe weather)	The All Risks Tactical Action Group continues to manage ongoing concurrent events and resilience issues. During last quarter to group has managed a significant increase in COVID related issues, EU Exit and Severe Weather challenges. A number of additional control measures have been introduced to offset the impact of COVID. These include; • Operational stations returned to the same posture adopted last year insomuch as they only carry out journeys deemed as either operationally essential or emergency calls. All other activity is station based only. • Stations now form individual bubbles. Detached duties and inter-station head for heads ceased. • On station training activity where robust physical distancing cannot be assured was suspended. • RDS drill nights ceased. Payment for RDS drill night attendance will be made to all RDS personnel as per previous arrangements. • HFSV activity restricted to the criteria previously implemented. Those being threat of fire related crimes and where no detection is present. • Fire Safety Enforcement activity risk assessed and where possible virtual audits undertaken. FSEO response to life safety complaints will be maintained ensuring the correct adherence with SSOW. • Training restricted to the 4 previous risk critical areas - BA, ICL, Trainees and driving.
COP26	Planning continues for the COP26 event which will now take place during November 2021 in Glasgow. There have been ongoing challenges with finalising budget provision from the COP26 Unit at the Home Office. However, its positive to note that progress is now being made. The COP team will be expanded over the coming weeks. A stakeholder event is being hosted by the Home Office to fully ascertain all partner organisations ability to appropriately plan and resource the event.

Item	Commentary
HMI Reports	The HMI published two positive Thematic Audit Reports relating to the SFRS response to the COVID-19 Pandemic and Preparations for EU Exit.
Strategic Review of R&R (Operations)	Outcomes from Strategic review of the R&R function are now being implemented. This includes the rebranding of R&R to Operations and a full internal restructure. Further information will be provided at the next SDC.
Command and Control Contingency Planning	Detailed contingency plans for OC continue to be reviewed and developed.
Operational Document Review	To further manage and mitigate one of the existing SD Risks, a new project has commenced which will review the Services approach to Operational Documents and Guidance. This aims to streamline and simplify this process which will support and ensure firefighter safety.
Operational Strategy	Work to develop a long-term operational strategy for the service is underway. This strategy will clearly set out how the Service will respond to incidents in the future, utilise and invest in more technological solutions, how we utilise and manage specialist capabilities etc.

Service Delivery Areas	

Item	Commentary
RVDS Forum & RVDS Support Team	The RVDS leadership forum continues to develop well and is beginning to deliver positive outcome to support the RVDS. This includes looking at innovative ways to attract and recruit staff. To further support this a dedicated RVDS team has been created within Service Delivery. This team will drive forward the improvement agenda for RVDS and ensure that development of policy etc is viewed through an RVDS lens.
Operational Activity	No significant incidents have taken place since the last SDC. Operational activity remains below normal levels.
LSO Structures	SLT agreed to the creation of a new LSO area through the amalgamation of the Aberdeen City LSO area with the Aberdeenshire and Moray LSO area. This brings a number of positive benefits, most notably coterminous alignment with NHS, Police and resilience partnership boundaries. This change will take place in June of 2021.
Quarterly Service Delivery Strategic Managers Workshop	The SD Directorate held its quarterly workshop. This forum focuses on continuous improvement, sharing of best practice and ensuring alignment to the vison for Service Delivery.

TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
Operational Assurance	
Item	Commentary
The new electronic Operational Assurance Recording and Reporting System (OARRS) was launched on 27 November 2020.	Recording element launched and is now used for the gathering of Station Audit outcomes, Incident Reviews and post event debriefs. Positive feedback received on the new system since launch. Work has commenced on the reporting element with ICT.
Two new Operational Assurance (OA) General Information Notes (GINs) published – 'Operational & Event Debriefing' and 'During Incident Operational Assurance'.	These new GINs support the gathering of OA information and tie in with the launch of OARRS. A 'Flexi Duty Officer Mentoring' GIN is under final review following consultation and an 'External Learning Governance' GIN is nearing completion. Once published these GINs will complete the OA suite of guidance documentation.
OA are developing a Thematic Audit on Analytical Risk Assessments, arising from a recommendation of the Albert Drive Action Plan.	Outcomes of the audit will be presented to the National Safety and Assurance Board for progression.
Significant event debrief report for the Stonehaven Rail crash is awaiting submission to the National Safety & Assurance Board (NSAB) for approval.	Debrief report and respective action plan will be taken to the next NSAB for progression in April.
Frontline Updates published on Incidents Involving Mercury, The Mid & West Wales Boat Accident, Incidents Involving Lithium-Ion Batteries and the learning from the Albert Drive incident.	Frontline Updates are designed to share operational learning across the SFRS.
OA are developing Frontline Updates on OARRS, National Operational Learning (NOL) cases and the operational learning from an incident at Hairmyres Hospital.	Frontline Updates are designed to share operational learning across the SFRS.
OA are currently managing 7 significant event action plans through to completion.	Progress reports provided to the NSAB.
OA have undertaken a gap analysis of 3 NOL Action Notes and 7 Information Notes issued by the National Operational Learning User Group (NOLUG).	OA recommendations will be presented to the National Safety and Assurance Board.
Wildfire 2020 Organisational Learning Debrief Report complete.	Outcomes passed to AC Farquharson (Wildfire Lead) for progression.

Operational Training	
Item Training Continuous Improvement Programme	Commentary With AC Hall now in post, work has begun to review progression on the Continuous Improvement Plan (CIP) and prioritise the recommendations. An implementation plan will be drafted: providing timescales, associated costs and subsequent papers for relevant recommendations will be presented to the Senior Management Board (SMB) / Programme Office Board (POB) for approval. The CIP manager is a member of the SFRS National Retained/Volunteer Leadership Forum chaired by DACO Farries. Many of the recommendations within the CIP and HMFSI reports pertain to the Retained and Volunteer Duty Systems (RVDS). This direct alignment with the forum ensures that all Directorates working on improvement plans which impact on the RVDS work collaboratively to deliver outcomes and subsequent benefits for the service.
Training Needs Analysis 2021/22	The Training needs analysis / Learning needs analysis (TNA/LNA) process is nearing finalisation, engagement meetings with local training managers have been completed. Further liaison will be undertaken with a view to producing a forward training plan for the year.
Instructor Terms and Conditions	After the Training Function having further engagement with the Fire Brigades Union (FBU) regarding the proposal for Harmonised Terms and Conditions for Uniformed Instructor staff: and providing additional clarity on a couple of matters, the FBU have re-consulted with their members and have agreed to accept the SFRS offer. Work will now be undertaken in order to implement this commencing on 1 July 2021.
Trainee Firefighter Program	24 Wholetime Trainees commenced their foundation programme at the National Training Centre (NTC) on 11 January 2021. A delivery plan has been confirmed for rolling courses over the rest of the year based upon intakes of 24 at NTC and 10 at Newbridge. By the end of year 20/21 there will have been 91 RVDS entrants completed their Task & Task Management training and 158 RVDS candidates completing their Breathing Apparatus Training: which has been a significant achievement over the COVID period: borne out of business partnering work between, Resourcing, Training and Service Delivery.

Driver Training	The Driving and Vehicle Standards Agency (DVSA) have placed a halt to delegated examinations due to COVID: which impacted the ability to commence new candidates onto the driver training pathway. There has been positive liaison with Scottish Government with a view to securing an emergency services exemption, which would allow training to be re-commenced for Category "C" vehicles. Recovery Training for individuals whose driver training currencies were extended due to COVID, is well underway and is anticipated to be completed by mid-March.
Incident Command	Incident Command Level (ICL) 1 Development courses have been postponed during the current COVID restrictions as station personnel `bubbles` cannot be maintained, however IC "Ticket to Ride" assessments have continued within local areas. The program of ICL2/3 Refresher training continues, however during the COVID restrictions, this training has been facilitated via remote delivery methods with assessments rescheduled to a later date. The team are currently working to finalise a delivery model which would allow remote assessments to take place.
Specialist Training	Following on from Strategic Leadership Team (SLT), Gold Direction: maintenance training for specialist skills is being scheduled with a delivery method which will continue to protect watch members within their "bubbles". A proposal for a safe system of work which would hopefully allow specialist skills acquisition training to also recommence is being prepared for SLT consideration.

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: **C/SDC/02-21**

Agenda Item: **8.1**

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**11 MARCH 2021**							
Report Title:	**QUARTERLY PERFORMANCE REPORT FOR Q3 2020-21**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To provide members with the Year to Date (YTD) and third quarter performance report for fiscal year 2020-21.

2	**Background**
2.1	The Quarterly Performance report provides key performance indicators by Service Delivery Area (SDA) or Local Senior Officer (LSO) area, with further expansion of current-quarter performance in addition to year-to-date performance (where appropriate).
2.2	The KPI tables in the report contain RAG indicators where targets have been associated with the specified KPIs.

3	**Main Report/Detail**
3.1	Members are asked to receive the Quarterly Performance Report for Q3 2020-21.

4	**Recommendation**
4.1	Service Delivery Committee (SDC) members are asked to scrutinise the contents of this report.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** There are no financial implications associated with this report.
5.2 5.2.1	**Environmental & Sustainability** There are no environmental and sustainability implications associated with this report.
5.3 5.3.1	**Workforce** There are no workforce implications associated with this report.
5.4 5.4.1	**Health & Safety** There are no health and safety implications associated with this report.

5.5	**Training**
5.5.1	There are no training implications associated with this report.

5.6	**Timing**
5.6.1	This report covers YTD and third-quarter performance for fiscal year 2020-21.

5.7	**Performance**
5.7.1	The report summarises elements of Scottish Fire and Rescue Service (SFRS) YTD and third -quarter performance for fiscal year 2020-21.

5.8	**Communications & Engagement**
5.8.1	There are no communications and engagement implications associated with this report.

5.9	**Legal**
5.9.1	Delivery of suitable Quarterly Performance Reports assists us in demonstrating to the Scottish Government and other stakeholders whether or not we are meeting the requirements of the Fire and Rescue Framework for Scotland 2016 and any targets which SFRS subsequently adopts as suitable indicators of performance.

5.10	**Information Governance**
5.10.1	There are no information governance implications associated with this report.

5.11	**Risk**
5.11.1	There are no risk implications associated with this report.

5.12	**Equalities**
5.12.1	There are no equalities implications associated with this report.

5.13	**Service Delivery**
5.13.1	There are no Service Delivery implications associated with report other than overview of performance

6	**Core Brief**
6.1	Not Applicable

7	**Appendices/Further Reading**
7.1	Appendix A: Quarterly Performance Report Q3 2020-21.

Prepared by:	Chris Fitzpatrick, Performance Data Services Manager
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate
Presented by:	Stuart Stevens, Assistant Chief Office, Director of Service Delivery

Links to Strategy and Corporate Values
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Senior Management Team	17 Feb 2021	*For Noting*
Service Delivery Committee	11 March 2021	*For Scrutiny*

Strategic Planning, Performance and Communications

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Quarterly Performance Report
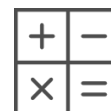
2020-21 Q3

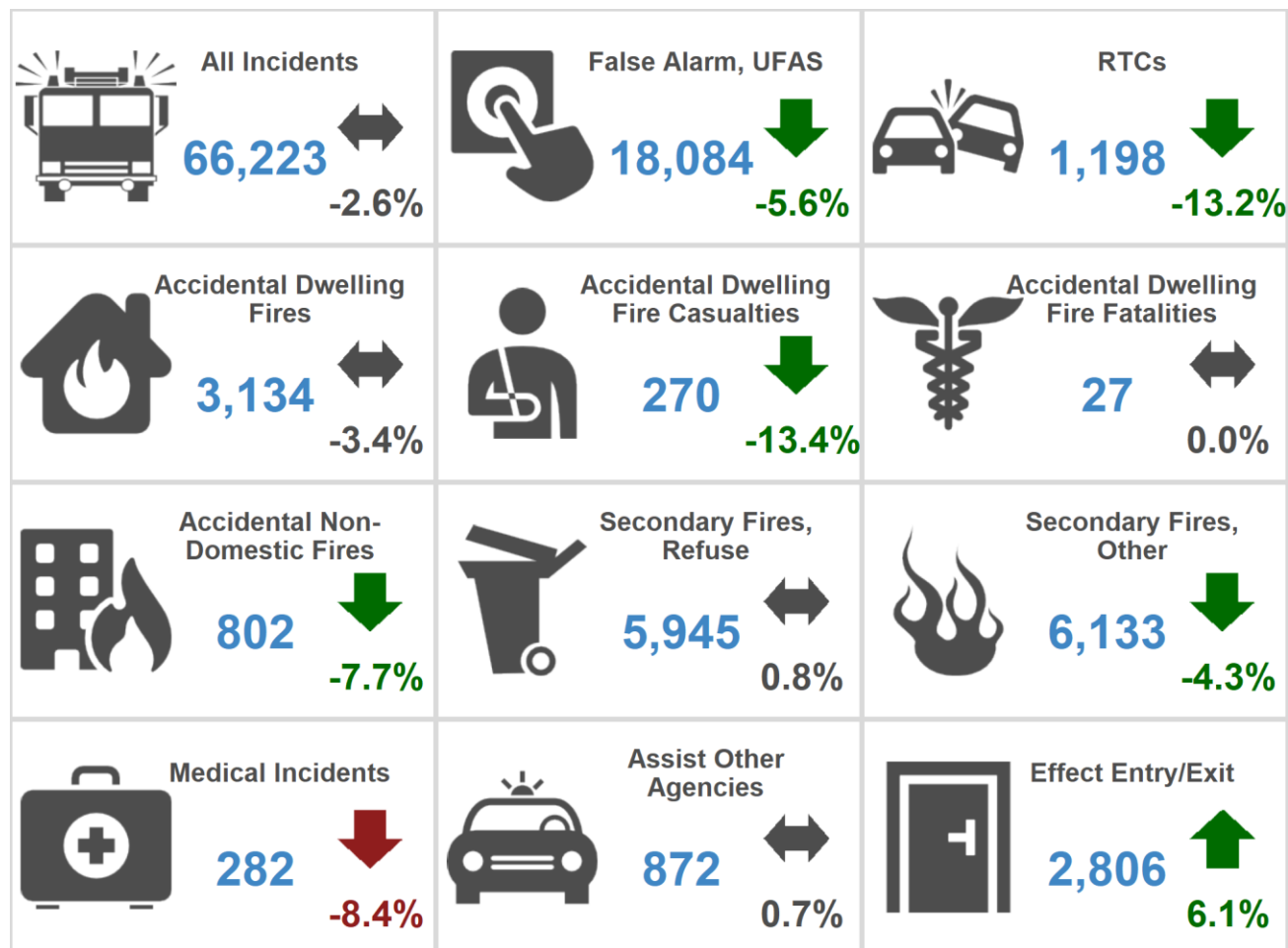## Table of Contents

About the statistics in this report

The activity totals and other statistics quoted in this report are internal management information published in the interests of transparency and openness. They are *provisional* in nature and *subject to change* as a result of ongoing quality assurance and review.

Because all statistics quoted are provisional there may be differences in the period totals quoted in successive reports after original publication which result from revisions or additions to the data on our systems.

Cumulative Totals For Quarterly Performance Report

2020-21 Q3

All Incidents 66,223 ↔ -2.6%	**False Alarm, UFAS** 18,084 ↓ -5.6%	**RTCs** 1,198 ↓ -13.2%
Accidental Dwelling Fires 3,134 ↔ -3.4%	**Accidental Dwelling Fire Casualties** 270 ↓ -13.4%	**Accidental Dwelling Fire Fatalities** 27 ↔ 0.0%
Accidental Non-Domestic Fires 802 ↓ -7.7%	**Secondary Fires, Refuse** 5,945 ↔ 0.8%	**Secondary Fires, Other** 6,133 ↓ -4.3%
Medical Incidents 282 ↓ -8.4%	**Assist Other Agencies** 872 ↔ 0.7%	**Effect Entry/Exit** 2,806 ↑ 6.1%

Quarter three in 2020-21 is the third full quarter where SFRS has had to operate in accordance with COVID-19 guidelines. This has had significant influence on all areas of operational and business practice and with regional variances in restrictions, makes a full impact analysis difficult to apply. Changes in trends are noticeable but to gain accurate insight to the reasons why some areas of operational response have been postively or negatively affected requires supporting data not currently available.

The reduction in overall operational activity has continued based on both the previous third quarter (down nine percent) and the three-year average (down three percent). This is the lowest year-to-date activity during the last six years.

Accidental dwelling fires have been down marginally in each of the past three quarters, based on previous years and based on the three-year average. Fire fatalities continue to trend higher than in previous years (12 percent) with 2020-21 rates significantly higher than any of the previous five fiscal years. Quarter three of this year is the second highest quarter total (16) since the same period of 2017-18 (20). Fire casualties reported in the quarter

were down by more than 50 percent on the previous third quarter. There have been 160 fewer fire casualties this year than in the previous year, and the year-to-date three-year average indicates a twelve percent reduction driven by reduced activity during quarter two and three. Analysis of geographical variations and of property types show no significant patterns to determine that any one has improved more than another.

Special Service and False Alarm incidents were down on the previous third quarter (12 percent and seven percent respectively). This is a specific area that the Service has witnessed how Scottish Government stipulations in the community have impacted on operational demand. UFAs incidents affecting educational premises during the third quarter were not dissimilar to previous years however, the incidents reported during the first two quarters mean that UFAS are down by a third on 2019-20. Hospitals are premises that have been under significant pressure in terms of demand, yet UFAs in hospital premises are down by more than 22 percent on the previous year.

Scottish Fire and Rescue Service have made a concerted effort to work more closely with partner agencies where possible, and this has been evident in incidents attended in recent years commonly associated with medical response. Incidents recorded specifically as 'Medical Response' have reduced by eight percent on the three-year average whilst 'Effecting Entry/Exit' incidents have increased by more than 6 percent based on the 3-year average. There has been insignificant change to those incidents recorded as 'Assist other agencies'. The impact of the pandemic has meant that all three categories are reporting fewer incidents than the previous years which is the first year an overall decline has been recorded since before 2015-16.

Year-To-Date All-Scotland KPI Totals

Outcome	PI	Target	YTD Total			Target Diff Percent		
			2018-19	2019-20	2020-21	2018-19	2019-20	2020-21
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.	Home Fire Safety Visits	Increase based on last year's figure	50,171	53,896	17,067	2.9 ●	-7.4 ⭐	68.3 🔺
	Home Fire Safety Visits (At-Risk Groups)	Increase based on 3 year rolling average	18,746	18,555	8,984	-1.5 ⭐	-0.4 ⭐	16.7 🔺
	Non-Domestic Fires	Reduce 3yr average	1,377	1,209	1,044	-4.8 ⭐	-4.0 ⭐	-9.1 ⭐
	Fire Safety Audits Completed	100% of known framework premises	5,551	5,222	2,146			
	Accidental Dwelling Fire Fatalities	Reduce the number of fatalities based on moving 3-yr average	20	16	27	4.6 ●	-4.6 ⭐	5.0 ●
	Fire Fatalities	Reduce fatalities at each incident types based on moving 3-yr average	26	22	40	-3.2 ⭐	-6.9 ⭐	11.5 🔺
	Accidental Dwelling Fire Casualties	Reduce by 3% based on moving 3-yr average	503	427	270	0.2 ●	-3.8 ⭐	-10.7 ⭐
	Fire Casualties	Reduce the number of casualties at each incident type based on moving 3-year average	702	612	424	-4.2 ⭐	-4.1 ⭐	-12.0 ⭐
	Deliberate primary fires	Reduce based on moving 3-year average	1,975	1,946	1,932	-1.4 ⭐	-2.9 ⭐	-5.5 ⭐
	RTCs	Monitor	1,756	1,836	1,202			
	Refuse and Vehicle Fires	Reduce by 10% based on moving 3-yr average	6,319	7,204	6,542	9.0 ●	11.4 🔺	11.5 🔺
	False Alarm, UFAS	Reduce based on a three-year rolling average	22,137	23,026	18,095	1.9 ●	1.6 ●	-5.6 ⭐
Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.	All Incidents	Monitor	72,120	72,423	66,235			
	Assist Other Agencies	Monitor	893	951	873			
	Effect Entry/Exit	Monitor	2,428	2,937	2,807			
	Secondary Fires, Other	Monitor	7,200	5,340	6,137			
	Accidental Dwelling Fires	See severity targets	3,457	3,265	3,136			
	Accidental Dwelling Fires (Low Severity)	Reduce low severity fires based on moving 3-yr average	1,576	1,522	1,504	-6.0 ⭐	-5.6 ⭐	-3.5 ⭐
	Accidental Dwelling Fires (Med Severity)	Reduce by 3% based on moving 3-yr average	1,660	1,537	1,435	1.5 ●	-1.1 ⭐	-0.9 ⭐
	Accidental Dwelling Fires (High Severity)	Reduce by 5% based on moving 3-yr average	221	206	197	11.3 🔺	10.2 🔺	6.1 ●

Low and medium severity accidental dwelling fires are meeting targets and high severity fires over the quarter, have reduced against the previous third quarter figures. The percentage contribution of high severity incidents to overall accidental dwelling fires remains consistent (six percent). For high severity incidents to report on track with existing targets, would require incidents to decline by one fifth of their current level.

Limited access to the public and businesses in general has, and will likely have, a continued impact on the Service for the coming quarters. The area that this is most noticeable is Home Fire Safety Visits where the last three quarters have reported considerably less visits than in previous years. Whilst year-to-date figures will show significant reductions until year-end, it should be noted that visits to high risk categories continue to rise and where visits were almost 90 percent lower after first quarter, visits in quarter three were less than one-third lower than in previous years.

Similarly, fire safety audits completed across the first three quarters of the year show varying (but improving) performance against previous years. Audits in the first quarter were down by more than 80 percent and in the third quarter were down by less than 30 percent. OI inspections reported the highest quarterly return (794) in the last three years which almost aligns all inspections carried out year-to-date with the previous two years.

Manually-recorded PIs

Ref	PI	Mar 2019		Mar 2020		Mar 2021	
		Actual	Target	Actual	Target	Actual	Target
1.06	Completed OI Inspections	1,645		1,737		1,608	
2.07	Audit Actions Arising	77		31		22	
2.11	Completed Hydrant Inspections	7,306		17,057		7,996	
2.13	WT % Available	98.1 %		97.2 %		97.7 %	
3.20	% Working Days Lost - Short-term Absence	2.1 %		2.2 %		1.6 %	
3.22	% Working Days Lost - Long-term Absence	1.8 %		2.3 %		3.4 %	

Availability of wholetime staff is reporting one percentage point less than in the second quarter but at a higher level than the same quarter of 2019-20.

There has been a recent drop off in the totals for 4 and 4 crewing however, this crewing pattern has been widely used since the beginning of the year and appears to have played a role in the improvement to overall appliance availability, and reduced the number of detached duties. More detailed analysis of this policy change is needed to establish added value in the long-term. This will require additional data sources for both corroboration and further investigation.

WT Appliance Availability
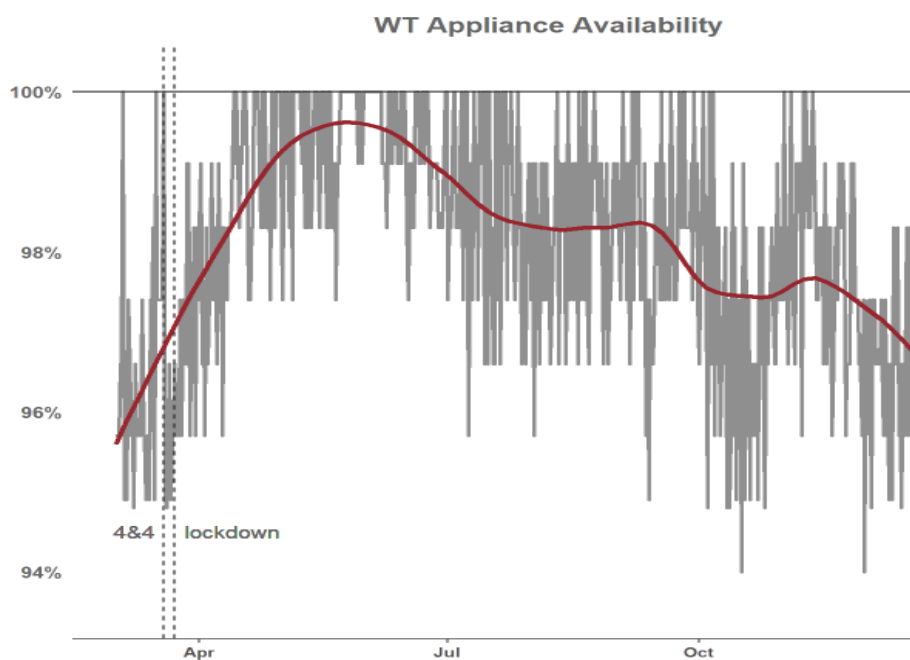
Community Safety And Wellbeing

Home Fire Safety Visits

Home Fire Safety Visits	Smoke Detectors Fitted	Home Fire Safety Visits (At-Risk Groups)
17,067	**10,268**	**8,984**

Home Fire Safety Visits (Detectors Fitted)	Home Fire Safety Visits (At-Risk Groups)
37 %	**53 %**
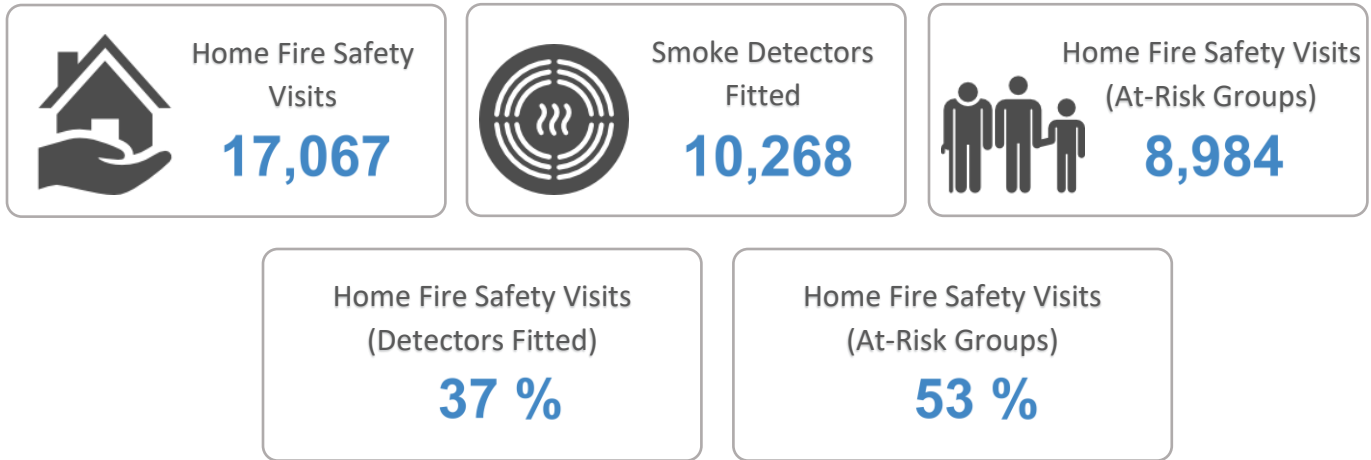
Year To Date Totals

Title	Total		
	2018-19	2019-20	2020-21
Home Fire Safety Visits	50,171	53,896	17,067
Home Fire Safety Visits (At-Risk Groups)	18,746	18,555	8,984
Home Fire Safety Visits With Detectors Fitted	17,634	17,078	6,319
Home Fire Safety Visits With Advice Only	32,537	36,818	10,748
Smoke Detectors Fitted	27,130	26,551	10,268

Totals by Quarter

Title	Total								
	2018-19		2019-20				2020-21		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Home Fire Safety Visits	17,006	19,031	18,454	18,323	17,119	15,339	2,206	7,354	7,507
Home Fire Safety Visits (At-Risk Groups)	6,034	6,785	6,507	6,159	5,889	5,638	993	3,858	4,133
Home Fire Safety Visits With Detectors Fitted	5,997	6,828	5,699	5,637	5,742	5,213	893	2,579	2,847
Home Fire Safety Visits With Advice Only	11,009	12,203	12,755	12,686	11,377	10,126	1,313	4,775	4,660
Smoke Detectors Fitted	9,190	10,419	8,776	8,799	8,976	8,058	1,426	4,087	4,755

Note: The calculation of the totals for the number of smoke detectors fitted or replaced has been revised. Previously, the number of smoke detectors listed as 'replaced' was added to the total for the number of new detectors fitted, resulting in an overstatement of the total. The revised method takes the total fitted in any one visit to be whichever figure is the greater, not their sum.

Fire Safety Audits

Fire Safety Audits Conducted
2,146

HMOs Audited
541

Care Homes Audited
760
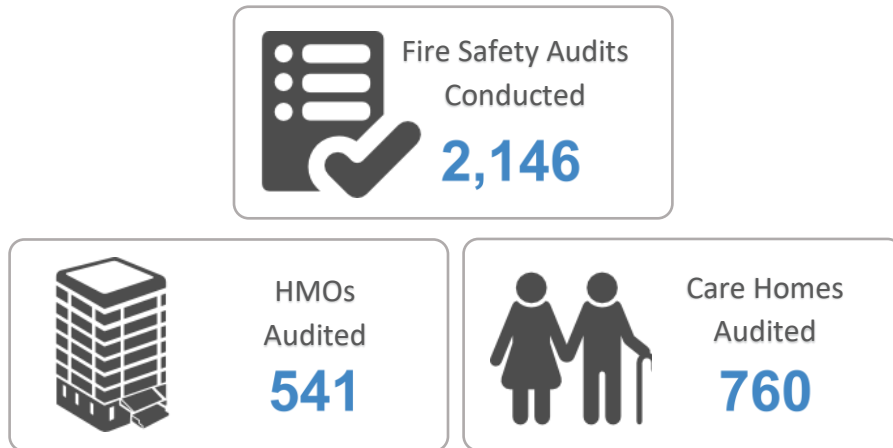
Audits by property risk category by quarter

Property Category	Q1	Q2	Q3	Q4	Total	Total%
Care Home, Children's Home	54	202	504	0	760	35.4
Houses in Multiple Occupation (HMO)	54	124	363	0	541	25.2
Hotel, Guest House, B&B	38	51	101	0	190	8.9
Hospital, Hospice, Prison	11	31	90	0	132	6.2
Other Sleeping Accommodation	7	7	77	0	91	4.2
Hostel	3	3	14	0	20	0.9
School, Day Nursery, Childminder	4	7	37	0	48	2.2
Licensed Premises	19	17	30	0	66	3.1
Further Education	2	0	2	0	4	0.2
Public Building	2	2	0	0	4	0.2
(All Other Categories)	30	93	167	0	290	13.5
Totals	224	537	1,385	0	2,146	100.0

Audits by Management Compliance Level (MCL)

MCL Category	Q1	Q2	Q3	Q4	Total	Total%
Broadly Compliant (MCL 1-2)	217	520	1,339	0	2,076	96.7
Non-Compliant (MCL 3-5)	7	17	46	0	70	3.3

Audits by Area

LSO Area	Audits								
	2018-19		2019-20				2020-21		
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
(All Scotland)	2,196	2,410	1,359	1,899	1,964	2,068	224	537	1,385
Aberdeen City	65	139	22	79	97	84	1	10	61
Aberdeenshire, Moray	63	133	30	111	83	74	1	6	32
Angus, Dundee City, Perth & Kinross	129	66	128	132	102	36	4	74	58
Argyll & Bute, East Dunbartonshire, West Dunbartonshire	66	91	56	38	104	115	1	10	55
Dumfries & Galloway	72	120	26	95	82	105	7	3	32
East Ayrshire, North Ayrshire, South Ayrshire	98	82	65	104	73	88	3	46	76
East Lothian, Midlothian, Scottish Borders	94	77	25	37	45	23	1	6	22
East Renfrewshire, Inverclyde, Renfrewshire	73	44	15	41	21	29	25	11	33
Edinburgh City	113	184	94	145	119	106	33	20	137
Falkirk, West Lothian	118	125	34	95	31	99	1	28	15
Glasgow City	188	164	105	157	115	226	82	21	117
Highland	38	34	61	60	55	67	2	11	27
Na h-Eileanan Siar, Orkney Islands, Shetland Islands	13	14			9	11		3	3
North Lanarkshire	75	75	48	50	40	38	1	21	34
South Lanarkshire	60	32	27	16	52	54	14	22	21
Stirling, Clackmannanshire and Fife	213	112	127	50	109	99	3	34	36
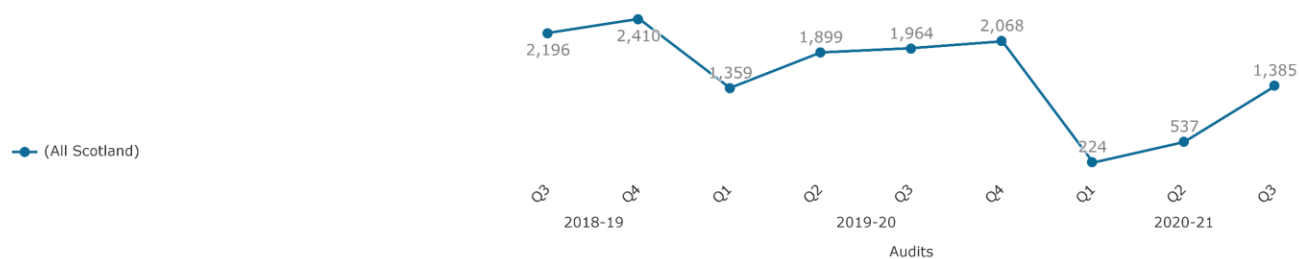
Service Delivery

Call Handling and Response Times For Current Quarter

Median Call Handling Times

Median Response Times

6,574	4,414	10,258	6,653	4,461	10,490
E	**N**	**W**	**E**	**N**	**W**
1m 13s	1m 43s	1m 13s	8m 15s	8m 54s	7m 25s
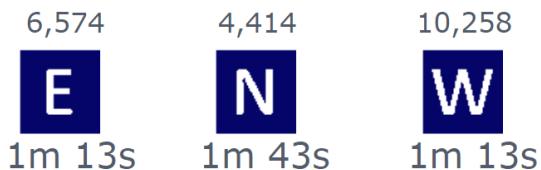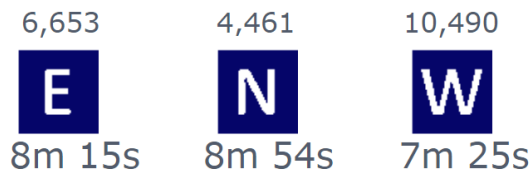
Call handling time is the time it takes from an emergency call being logged on our systems to the first station being alerted. The response time is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time.

Call Handling Times
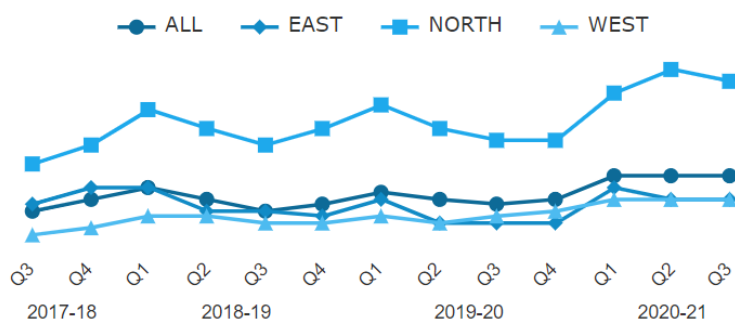
The median (or middle) values of the set of call handling and response times for each Service Delivery Area (SDA) this quarter are shown above. The total number of incident attendances counted are shown at the top of each graphic. The totals shown exclude a small number of incidents resulting from errors and omissions in the recorded mobilising and attendance times.

Response Times
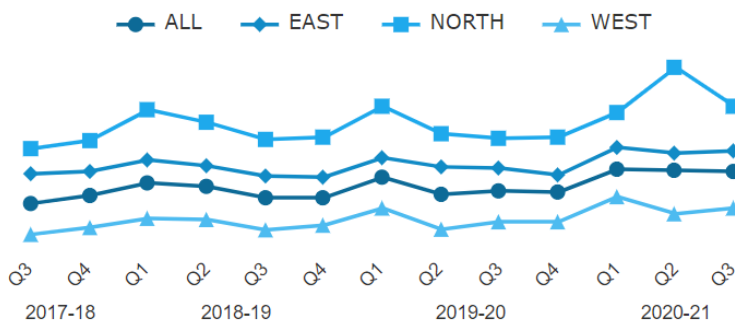
Response times have reduced in quarter three in the North SDA (9m 27s to 8m 54s); increased in the West (7m 19s to 7m 25s); marginal increase in the East (8m 13s to 8m 15s).

Call Handling times in the East and West were identical to quarter two. The North saw its median reduce by two seconds (1m 45s to 1m 43s).

Retained Duty System Crew Availability

SDA	LSO Name (No. of RDS stations)	2020-21 Q3			
		Day %	Evening %	Weekend %	Total %
East	City of Edinburgh (1)	17	46	53	40
	Falkirk and West Lothian (6)	56	83	82	74
	Midlothian, East Lothian and Scottish Borders (17)	73	92	87	85
	Stirling, Clackmannanshire and Fife (18)	67	91	85	82
North	Aberdeen City (1)	60	88	76	75
	Aberdeenshire and Moray (33)	78	95	87	87
	Highland (51)	68	90	80	83
	Orkney Islands, Shetland Islands and Na h-Eileanan Siar (40)	67	85	80	81
	Perth and Kinross, Dundee City and Angus (15)	63	92	79	79
West	Argyll and Bute, West Dunbartonshire and East Dunbartonshire (13)	83	92	88	88
	Dumfries and Galloway (15)	78	97	91	89
	East Renfrewshire, Renfrewshire and Inverclyde (1)	91	100	96	96
	East, North and South Ayrshire (19)	77	96	94	90
	North Lanarkshire (3)	74	91	87	85
	South Lanarkshire (7)	63	88	85	79
SFRS	All (240)	71	91	84	84

Quarterly RDS availability varies cyclically each year as a result of seasonal differences in working patterns amongst other things. However, availability over the past three quarters has varied significantly due to crew availability during lockdown in the first quarter. Availability this quarter has fallen back to similar levels witnessed in previous quarters but still remains higher than in preceding years.
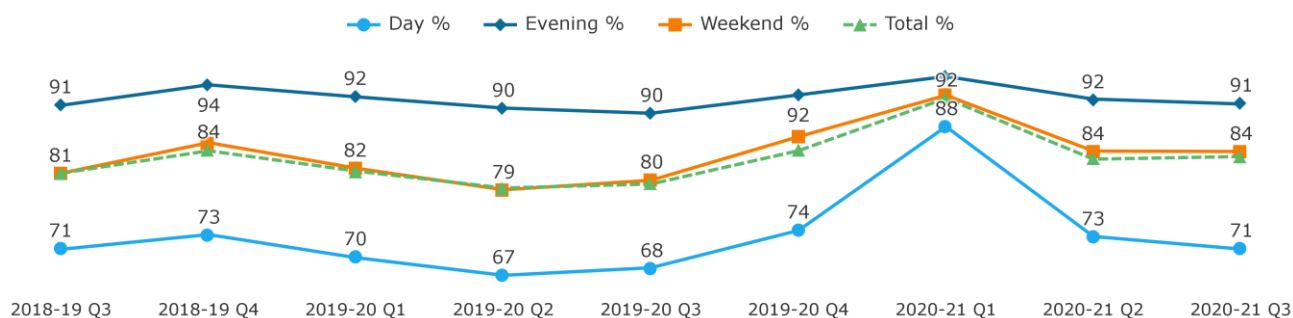
Incident and Property Types Attended
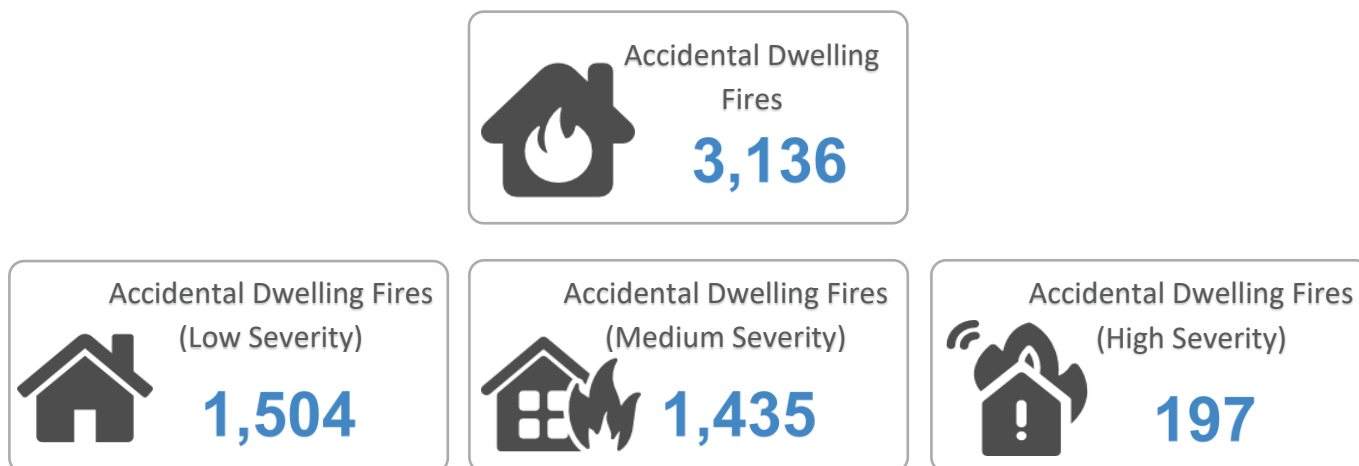
Top 10 Incident Types Attended

Incident Type	Count
False Alarm (UFAS) (27.3%)	18,095
False Alarm (Dwelling) (15.7%)	10,430
False Alarm (Good Intent) (11.2%)	7,442
Outdoor Fire (9.3%)	6,137
Refuse Fire (9%)	5,946
Dwelling Fire (5.3%)	3,536
Special Service - Effecting entry/exit (4.2%)	2,807
Vehicle Fire (2.1%)	1,409
Other Building Fire (2%)	1,357
Special Service - RTC (1.8%)	1,202

Top 10 Property Types Attended

Property Type	Count
Dwelling - House/Bungalow (13.8%)	9,128
Dwelling - Flat/Maisonette (10.7%)	7,119
Refuse (10.1%)	6,694
Grassland/Woodland/Crops (9.6%)	6,357
Dwelling - Sheltered Housing (6.1%)	4,043
Other Outdoors (5.1%)	3,372
Dwelling - Tenement (3.8%)	2,549
Road Vehicle - Car (3.7%)	2,426
Education - Schools (3.5%)	2,299
Residential Home (3.3%)	2,188

Detailed Dwelling Fire KPIs

Accidental Dwelling Fires by Fire Severity – Year To Date Totals

Accidental Dwelling Fires

3,136

Accidental Dwelling Fires (Low Severity)

1,504

Accidental Dwelling Fires (Medium Severity)

1,435

Accidental Dwelling Fires (High Severity)

197

The graphic shows the number of accidental dwelling fires attended to the end of the current quarter categorised using the Cheshire index of fire severity. The three-year averaged trends for the same period over the past three years show reductions in low and medium-severity fires with where high severity remains static.

Accidental Dwelling Fires by Quarter

The charts below show quarterly totals for accidental dwelling fires over the past four years. The dotted lines connect three-year moving averages grouped by quarter to provide average seasonal totals. The solid line connects the actual (non-averaged) totals for each quarter.
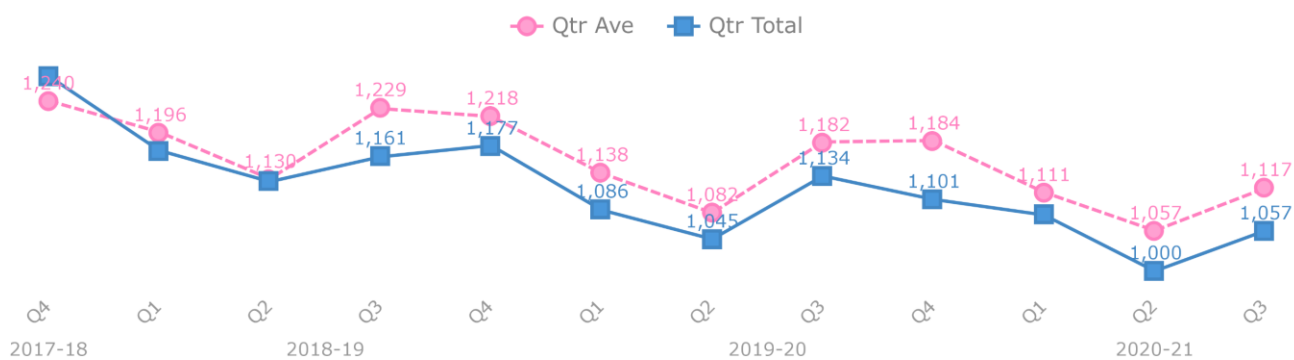
The current-quarter total for accidental dwelling fires is lower than the most recent seasonal average for this quarter. As the seasonally-averaged trend has been higher than the actuals for the past two years this is indicating ongoing reductions in accidental dwelling fires over time.

Quarterly Accidental Dwelling Fires by Severity

Low-Severity
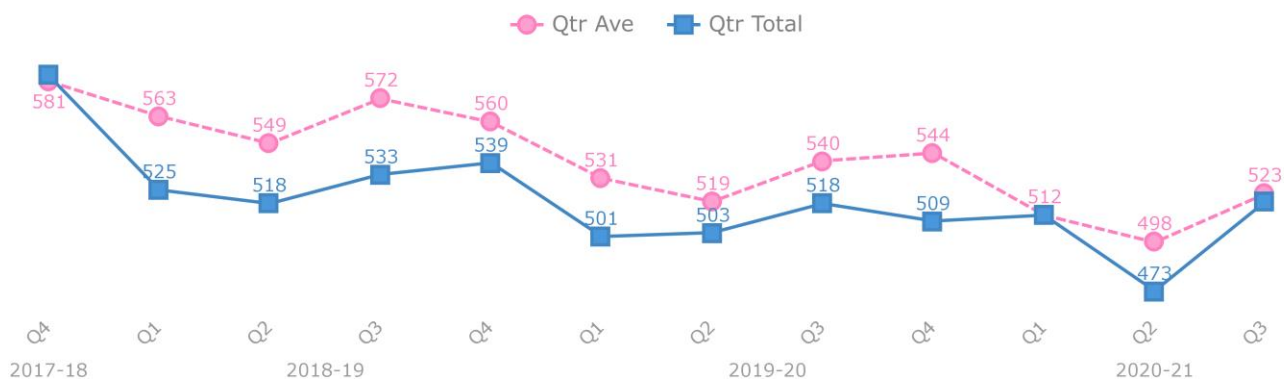
Medium Severity
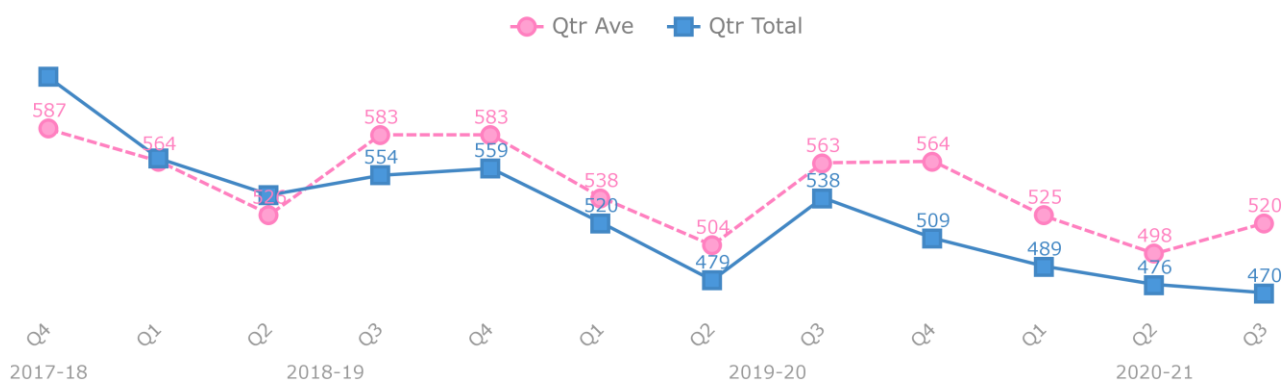
High Severity
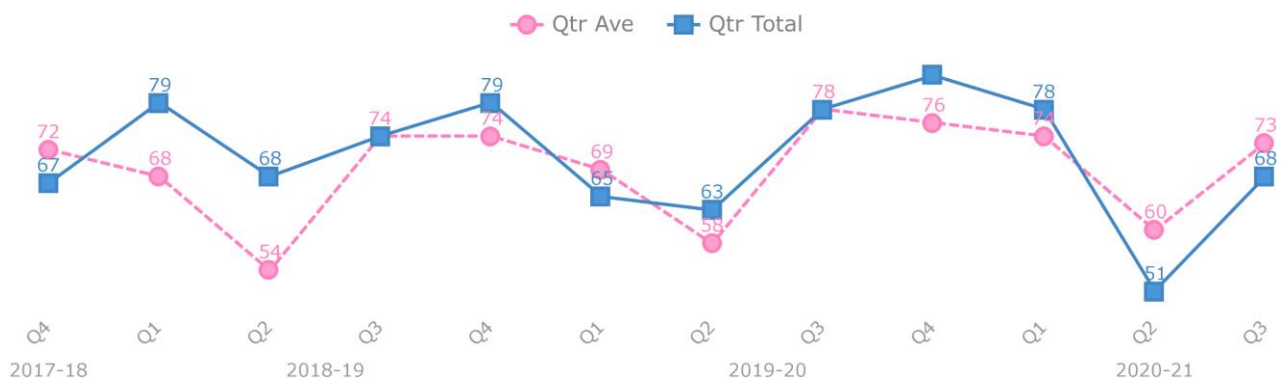
Accidental dwelling fires of low and medium severity continue to be below the seasonal averages for the time of year. High-severity fires this quarter are about the same as the seasonal average, and have not been reducing in line with those of low- and medium-severity.

Glossary of terms and acronyms

Entry	What it means
ADF	Accidental Dwelling Fire
Chimney Fires	These are fires occurring in an occupied building where the fire was confined within the chimney structure (and did not involve casualties or rescues or attendance by five or more appliances).
CSET	Community Safety Engagement Toolkit: a central IT system used to record home fire safety visits and community safety activities
False Alarm	An event in which the fire and rescue service believes they are called to a reportable fire and then find there is no such incident.
False Alarm (Dwelling)	An event in which the operation of a smoke or heat detector in a domestic dwelling results in an emergency call to the fire and rescue service, which is subsequently found to have been a result of a fault in the detector, or by operation of the detector in response to cooking fumes, steam, or other substances.
False Alarm (Equipment)	An event in which a smoke or heat detector in a non-domestic property triggers an automated fire alarm call to the fire and rescue service, which is subsequently found to have been a result of a fault in the equipment, or by operation of the detector in response to substances such as steam, dust and so on.
False Alarm (Good Intent)	An event in which the person who called the fire and rescue service believed in good faith that they were reporting a fire, subsequently found by the fire and rescue service not to be the case.
False Alarm (Malicious)	False alarms which result from human intervention such as deliberate breakage of fire alarm call-points when there is no fire, deliberate reporting of non-existent fires and so on.
False Alarm (UFAS)	False alarms deemed as being Unwanted Fire Alarm Signals under the SFRS UFAS policy. These are alarms at non-domestic properties such as hospitals, schools, shops, offices, factories and so on, generally reported either by automated call equipment or via call centres. All forms of equipment-related false alarms for non-domestic properties are counted in this category, as are good-intent false alarms where the method of report is automated or via a call-centre. All forms of Malicious false alarm for non-domestic properties are also counted in this category, whether reported automatically or manually.
FSE, FSEO	Fire Safety Enforcement, Fire Safety Enforcement Officer
HFSV	Home Fire Safety Visit

Entry	What it means
IRS	The National Incident Recording System, developed on behalf of the UK Government's Department for Communities and Local Government (DCLG). Since 2009, all incidents attended by Fire and Rescue Services throughout Great Britain have been logged and recorded on the IRS by the firefighters in attendance at the incident concerned.
KPI	Key Performance Indicator
LSO	Local Senior Officer. An officer who has responsibility for the services provided by the SFRS to one or more local authority areas. There are seventeen LSO posts in the SFRS covering between them the 32 local authority areas in Scotland.
Moving Average	An average computed over a fixed time period that rolls forward for each report. Moving averages can be thought of as averages over a fixed time window such as a three-year period, which then moves on by a fixed period reflecting the periodicity of the report. For a quarterly report a three-year moving average could be calculated for instance by summing all values from Q1 2015-16 to Q4 2017-18 and dividing by the number of quarters. For the next report the same process is undertaken but with the window moved forward a quarter, from Q2 2015-16 to Q1 2018-19 and so on. To retain seasonal variability this report also uses moving averages computed separately for each quarter –for the Q1 time periods only, the Q2 time periods only, and so on.
Other Building	A non-domestic building such as a shop, office, hospital, care home, school and so on. The term comes from the (now-obsolete) Fire Service Emergency Cover (FSEC) model which separately modelled the risk to persons involved in Dwelling Fires and those in Other Buildings.
PPED	Prevention and Protection Enforcement Database: a central IT system which records non-domestic fire safety visits and enforcement activity.
Primary Fires	These include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues, or fires attended by five or more appliances.
Q1, Q2, Q3, Q4	Reporting quarters for each quarterly performance report, based on the financial year, not the calendar year. The first quarter, Q1, covers April to June, Q2 July to September, Q3 October to December, and Q4 January to March accordingly.
Quintile	Any of five equal groups into which a population can be divided according to the distribution of values of a particular variable.

Entry	What it means
RAG Indicator 🔴 🟡 🟢 🔶 🔺 🟢	Red-Amber-Green indicator – a simple graphical way of showing performance against a target, based on a traffic light analogy. If we show a red indicator in this report it means that we have not achieved the target, with actual performance more than 10% outside of what was projected. An amber indicator means that though we did not achieve the target we were within 10% of what was projected. A green indicator means that we achieved or exceeded the target.
RDS	Retained Duty System. Professional on-call firefighters who may have full-time employment outside of the fire service but respond to emergency calls within their local area as and when required
RTC	Road Traffic Collision
SDA	Service Delivery Area. We subdivide our areas of coverage into three main areas for Scotland as a whole - East, North, and West, each of which is further divided into Local Authority groups for which Local Senior Officers (LSOs) are responsible.
Secondary Fires	These are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or five or more appliances attend. They include fires in single derelict buildings.
SFRS	The Scottish Fire and Rescue Service
SIMD	The Scottish Index of Multiple Deprivation
Special Service	Calls to incidents which are not fires or false alarms, such as RTCs, rescues, flooding, providing assistance to other agencies, and so on.
UFAS	Unwanted Fire Alarm Signals. When an automatic fire detection and alarm system is activated as a result of anything other than a real fire the activation is classed as a false alarm. If we have attended as a result of such a false alarm we record this as an UFAS incident.
WDS	Wholetime Duty System

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/03-21

Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	**11 MARCH 2021**							
Report Title:	**ACTION PLAN AND CLOSING REPORTS UPDATE**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of the report is to provide the Service Delivery Committee (SDC) with an update on the following audit and inspection action plans: • Management of Fleet and Equipment • Provision of Operational Risk Information

2	**Background**
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.
2.4	In line with the new thematic process agreed in May 2020, once approved progress on the individual action plan will be presented to SDC every six-months for scrutiny on a quarterly cyclical basis.

3	**Main Report/Detail**
3.1	The SDC is presented with the current Audit and Inspection Overview Dashboard, attached as **Appendix A**, for noting. This provides high level details of all actions plans.
3.2	Summarised updates on each of the individual Action Plans that have been scrutinised by the Strategic Management Board in February are noted below. There are no closing reports to consider as part of this update.
3.3	**Management of Fleet and Equipment Action Plan** The HMFSI report on Fleet and Equipment arrangements was published in May 2019. The action plan, previously approved by the Performance Improvement Forum, contains a total of 38 actions to address the issues raised. The action plan is attached as **Appendix B**.
3.4	The completion of 26 actions has already been agreed by Performance Improvement Forum (PIF) and Senior Management Board (SMB) – these are shaded grey and do not need further scrutiny. Within this section, there are also 6 actions marked cancelled that

	are no longer being progressed as the situation has altered or changed considerably since the audit review or no action was required.
3.5	SMB is asked to scrutinise the remaining 6 actions (those in white), and to raise any issues with the update given.
3.6	This update indicates that one action has been progressed to completion, see 15.1. Many of the other actions have been impacted by COVID-19 and, as such, revised due dates have been proposed for four actions, see 4b.1, 21.1, 25.1 & 26.1.
3.7	The overall RAG rating for this action plan is **green** and is noted as 97% complete.
3.8	**Provision of Operational Risk Information** The HMFSI report on Operational Risk Information was published in February 2019. The action plan, previously approved by the Performance Improvement Forum, contains a total of 25 actions to address the issues raised. The action plan is attached as **Appendix C**.
3.9	The completion of 20 actions has already been agreed by PIF and SMB – these are shaded grey and do not need further scrutiny. SMB is asked to scrutinise the remaining 5 actions (those in white), and to raise any issues with the update given.
3.10	Progress this quarter has been limited and no further recommendations have been completed within the reporting period.
3.11	Due to significant technical issues impacting the progress being made to recommendations 4, a revised due date has been requested. Similarly, the delivery of the UK-wide Emergency Services Mobile Communications Programme has been postponed until March 2023. Both revised due dates have been marked in red for ease.
3.12	The overall RAG rating for this action plan is **amber** and is noted as 92% complete.
4	**Recommendation**
4.1	The SDC is invited to: • Note the progress of all action plans as presented in the audit and inspection dashboard, attached as **Appendix A.** • Scrutinise the Management of Fleet and Equipment action plan, attached as **Appendix B**, raise any concerns with the update provided and agree the revised due dates. • Scrutinise the Provision of Operational Risk Information action plan, attached as **Appendix C**, raise any concerns with the update provided, and agree the revised due dates.
5	**Key Strategic Implications**
5.1 5.1.1	**Financial** There are no financial implications associated with the recommendations of this report.
5.2 5.2.1	**Environmental & Sustainability** There are no environmental implications associated with the recommendations of this report.
5.3 5.3.1	**Workforce** There are no workforce implications associated with the recommendations of this report.
5.4 5.4.1	**Health & Safety** There are no health and safety implications associated with the recommendations of this report.

5.5	**Training**
5.5.1	There are no training implications associated with the recommendations of this report.

5.6	**Timing**
5.6.1	Each HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.

5.7	**Performance**
5.7.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.

5.8	**Communications & Engagement**
5.8.1	There is no implication associated with the recommendations of this report.

5.9	**Legal**
5.9.1	The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in section 43 of the Fire Scotland Act 2005.

5.10	**Information Governance**
5.10.1	A DPIA is not required for this report.

5.11	**Risk**
5.11.1	There are no risks associated with the recommendations of this report.

5.12	**Equalities**
5.12.1	An Equality Impact Assessment is not required for this this report.

5.13	**Service Delivery**
5.13.1	The contents of this update report do not impact upon Service Delivery.

6	**Core Brief**
6.1	Not Applicable

7	**Appendices/Further Reading**
7.1	Appendix A - Audit and Inspection Dashboard
7.2	Appendix B - Management of Fleet and Equipment action plan
7.3	Appendix C - Provision of Operational Risk Information action plan

Prepared by:	Louise Patrick, Planning and Performance Officer
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Performance
Presented by:	Richard Whetton, Head of Governance, Strategy and Performance

Links to Strategy and Corporate Values

Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

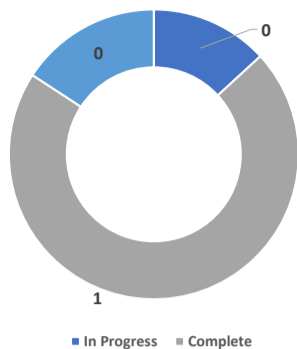| Governance Route for Report	Meeting Date	Report Classification/ Comments
Senior Management Board	*17 February 2021*	*Further details on Fleet and Equipment 25.1 requested and included. Released to SDC for scrutiny.*
Service Delivery Committee	*11 March 2021*	*For scrutiny.*

Audit Scotland Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	Transferred	Cancelled	% complete	RAG
May-18	Scottish Fire and Rescue Service Update	ARAC	Dec-21		36	Feb-21	May-21	0	8	0	28	0	0	91%	🟧

HMFSI Thematic Reports Progress Dashboard

Published	Title	Revelant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	Transferred	Cancelled	% complete	RAG
Apr-15	Performance Management Systems.	SDC	Jul-20		32	May-20	N/A	0	0	0	26	2	4	100%	Closed
Jul-2017	Operations Control Dundee and Highlands and Islands Support.	SDC	Dec-20		24	May-20	N/A	0	0	0	24	0	0	100%	Closed
Jan-2018	Fire Safety Enforcement.	SDC	Mar-20		21	Dec-20	Mar-21	0	4	2	15	0	0	94%	🟥
Feb-2019	Provision of Operational Risk Information.	SDC	Mar-22		25	Feb-21	May-21	0	5	0	20	0	0	92%	🟧
May-2019	Management of Fleet and Equipment.	SDC	Mar-22		38	Feb-21	May-21	0	5	0	27	0	6	97%	🟩
Mar-2020	Training of RDS Personnel.	SGC	Mar-23		31	Feb-21	May-21	0	14	7	10	0	0	72%	🟩

HMFSI Local Area Inspection Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Update	Next Update	Not Started	In Progress	Deferred	Complete	Transferred	Cancelled	% complete	RAG
N/A	Local Area Inspection National Recommendations	SDC	N/A	N/A	7	Dec-20	Mar-21	0	4	0	3	0	0	72%	🟧
Feb-20	Dumfries and Galloway	N/A	Sep-20		12	Dec-20	Mar-21	0	4	0	7	1	0	85%	🟧
Jun-20	Edinburgh City	N/A	Dec-20		11	Dec-20	Mar-21	0	5	0	0	6	0	86%	🟩

HMFSI Fleet & Equipment - Action Plan Progress

	Updated	Next Update
	Feb-21	May-21

Status	Count
In Progress	5
Complete	27
Cancelled	6

In Progress RAG Rating

Red	Amber	Green
0	2	4
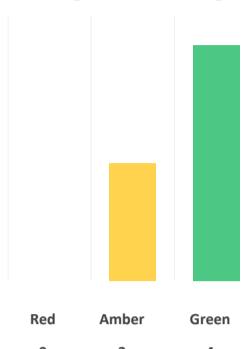
Overall Progress 97%

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
4b. This will assist with a more efficient use of resources and increase the number and quality of spare vehicles.	4b.1	Review and prepare a programme and report for upgrading of spare fleet appliances.	Scottish Fleet Manager	Jan-20	Apr-21	In Progress	14 October 2020: Paper on condition scoring of reserve fleet to be presented to the next Asset Management Liaison Board on 3 November 20. **17 February 2021: Due to the Covid-19 impact the Asset Management Liaison Board has been cancelled. A paper has been completed by the Fleet Manager for approval to reduce average age of reserve fleet. A new revised due date of April 21 is requested.**	90%			
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.	15.1	Fleet Services will prepare a new suit of KPIs and these will be submitted and discussed at the AMLB for monitoring.	Iain Morris & Scottish Fleet Manager	Mar-20		Complete	14 October 2020: Project reporting tiles implemented and output reporting to be presented and agreed at Asset Management Liaison Board on 03 November 20. **17 February 2021: Version 9 Tranman Database roll out has been completed and a full suit of KPIs have been introduced.**	100%			KPIs
21. Wi-Fi should be upgraded to cover all workshops areas in order to optimise the use of Wi-Fi enabled workshop equipment.	21.1	Fleet Services will ensure Wi-Fi connectivity is achieved within the 4 ARCs.	Iain Morris Head of Asset Management	Sep-20	May-21	In Progress	14 October 2020: ICT governance work plan to be implemented across all SFRS sites. **17 February 2021: ICT works underway to introduce WiFi connectivity into all four workshop sites. This work is due to be completed by the end of May 2021 and a revised dure date is requested.**	90%			
25. The SFRS should consider adopting a standardised Imprest stocking system or similar, across all of its sites to greatly enhance efficiency. At the time of writing we understand that Police Scotland and the Scottish Ambulance Service are tendering together for an Impress system and the SFRS should explore the potential to work in partnership with this project.	25.1	1. A review of stock holdings will be initiated and this will consider if impress stock is actually the best method of providing this service. (Note all our fleet tenders are discussed with both Police and SAS)	Scottish Equipment Manager	Oct-20	Aug-21	In Progress	14 October 2020: Process harmonisation exercise completed. Staff structure to be adjusted to meet Fleet requirements. **17 February 2021: The impress stock clarification withTech-One is now under review and collaborative working with Police Scotland and the Scottish Ambulance Service is being undertaken as business as usual. Several issues, including COVID, has impacted on the timeline. A revised due date of August 2021 is requested.**	80%			
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.	26.1	A national procedure will be developed and implemented.	Scottish Fleet Manager	Dec-20	Apr-21	In Progress	14 October 2020: Fleet Manager working towards standardisation of reserve fleet with the induction of 62 new pumping appliances. Paper on position to be presented at next Asset Management Liaison Board on 03 November 20. **17 February 2021:Due to the Covid-19 impact the Asset Management Liaison Board (AMLB) has been cancelled. A paper has been prepared on the time spent by workshops staff on vehicle movements and will be presented at the next AMLB.**	70%			
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.	31.1	Year one post implementation evaluation to be carried out to consider the use, deployment, benefits and dis-benefits identified. (18/24 months after last RRU is on the run).	David Farries	Mar-22		In Progress	14 October 2020: RRU are now embedded within the business as usual activity of Service Delivery Areas and Asset Management in relation to the operational use and maintenance of the vehicles. A business as usual Operational Assurance review process is in place for RRU activity however it does not capture the impact RRUs have had upon the resolution of incidents in order to provide a performance update at this time. A further review of RRUs will form part of the Operational Strategy contained within Service Deliveries AOP 20/21. **17 February 2021: The RRU BAU review process is ongoing through the Operational Assurance process. The RRU type of appliances, firefighting media and strategy and strategic location of these vehicles all form part of the Operational Strategy being produced by the Operations Function within Service Delivery and contained within the 21/22 AOP.**	75%			RRU Mobilisations UHPL in use
1a. The SFRS should continue to invest in its workshops infrastructure in order to upgrade or maintain all facilities to a recognised national standard. Lessons learned from previous workshops projects should be incorporated into the new facility planned for the West SDA. The Project Board should maintain representative body and workforce participation.	1a.1	SFRS will continue to invest in all its workplaces, our key priority will be the relocation and modernisation of the Cowcaddens Workshops. An options review will be carried out with a recommendation submitted to the Board by October 2019.	Iain Morris	Mar-20		Complete	15th July 2020: Final building specification agreed and passed by Representative bodies. After further discussion, its been agreed to proceed with the West Asset Resource Centre construction at HQ Cambuslang. Further scoping work is now underway. **14 October 2020: The Project Board have now signed off final building plans. The building work is being governed by the Transformation and Major Projects Committee as part of our Major Projects Programme. As such a a Project Brief and Dossier is available detailing the requirements of the project. The Project is due for completion in January 2023.**	100%	Sep-20	✓	Final building specification agreed and documented. Project Brief Project Dossier
1b. All workshop sites should work in greater collaboration in order to encourage joined up thinking and standardise national practices.	1b.1	Fleet Services will initiate an internal working group to review and agree all the workshops national standard practices and documentation.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar-20		Complete		100%	Jul-20	✓	All Fleet Workshop managers meetings agenda and minutes documented and shared on Fleet Intranet site.
1c. There should be a clear delineation of roles and responsibility for all stakeholders in respect of the Fleet Function.	1c.1	A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul-19		Complete		100%		✓	Communications has taken place with all Fleet employees to ensure that they are aware of their roles and understand their reporting lines.

Recommendation	Ref	Action	Owner		Date		Status	Update	%	Completed	✓	Comments
2. The Scottish Government has recognised that the SFRS inherited a substantial capital backlog from the eight legacy services and has worked closely with the Service to identify and provide levels of increased capital funding. However, in order to continue to address this backlog the SFRS should continue to endeavour to secure appropriate capital funding to support the Service's future requirements.	2.1	NO ACTION REQUIRED.					Cancelled					This has already been completed with the publication of the Long Term Financial Strategy in 2017 and the last Audit Scotland Report. SFRS will continue to lobby for additional funding streams from Scottish Government and will work towards addressing the backlog investment issues.A further updated in-depth Fleet Presentation was presented to SG Sponsorship Team and Finance Section on 20 August 2019.
3. The SFRS should consider a review of the relationship between the Fleet Function and the end user with a view to a more focused approach on customer satisfaction, thus achieving greater accountability and understanding of expectations from both partners.	3.1	SFRS doesn't recognise that any structural changes are required. However, the Asset Management Liaison Board is now a strategic meeting which takes place every 6 weeks and its membership is fully reflective of all of the end users of Fleet and Assets.	Iain Morris		Aug-19		Complete		100%		✓	Asset Management Liaison Board itakes place every 6 weeks and its membership is fully reflective of all of the end users of Fleet and Assets.
4a. New concept vehicles and equipment should be thoroughly trialled and evaluated in order to ensure suitability, quality and Best Value before further roll-out. They should also be assessed for their impact on equality. New vehicle projects should incorporate a planned multi-departmental timeline to streamline a smooth transition into service.	4a.1	Ensure that all stakeholder departments are involved within the specification procurement and deployment of all new concept appliances.	Fleet Manager		Jul-19		Complete		100%		✓	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 will be authorised and commissioned at the Asset Management Liaison Board. Full project management procedures will be deployed to ensure their efficient and collective deployment across the service.
5. The driver training fleet should be modernised to increase reliability and include vehicles with new technology, so drivers can develop appropriate skills from the outset or to meet the requirements of new technology.	5.1	Review and prepare a programme and report for upgrading of TED Driver Training appliances	Scottish Fleet Manager		Mar-20		Complete		100%	Jul-20	✓	3 new appliances dedicated to Driver training fleet along with refreshed roll-on fleet.
6. The strategy for technology employed in the governance, management and control of assets should be reviewed to produce and implement a modernised, standard approach for all stakeholders.	6.1	Asset Management will review and introduce a new or upgraded electronic asset management system.	Iain Morris		Mar-20		Complete		100%	Jul-20	✓	Version 9 of Tranman implemented and training complete.
7a. All workshop managers should incorporate condition scoring into their fleet governance to better inform vehicle replacement assessment, rather than age alone.	7a.1	The Regional Scottish Fleet Managers will introduce and monitor the national condition scoring within the ARCs that currently aren't recording this.	Regional Scottish Fleet Managers		Aug-19		Complete		100%		✓	Process now deployed across all of the 4 ARCs.
7b. The SFRS should review its Transport Strategy to better reflect the inclusion of condition scoring into the overall process.	7b.1	The Scottish Fleet Manager will review the strategy and ensure that condition scoring is explicit within the document.	Scottish Fleet Manager		Aug-20		Complete	15 July 2020: The Fleet Manager is currently revising the standard inspection sheet to include condition scoring. **14 October 2020: The Fleet Manager has revised the Standard Inspection Sheet to include condition scoring.**	100%	Oct-20	✓	New Standard inspection sheet with revised condition scoring implemented in all vehicle workshops.
8. The SFRS should embrace greater interdepartmental collaboration in respect of procurement of new vehicles and equipment with more focus on workshop and end user involvement. This should include multi-departmental evaluation following each procurement process, in order to compile organisational learning to inform and improve future project management.	8.1	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.					Cancelled					See recommendation 4.
9. The SFRS should continue to ensure efficient workforce planning in respect to procurement staff with the monitoring of market allowances and horizon scanning for efficient succession planning. In order to ease capacity issues, the SFRS should investigate opportunities for collaborative procurement with other public-sector bodies where there is commonality.	9.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.					Cancelled					SFRS monitors market allowances on a two year basis and where there is a change in the market demand this can be referred to market allowance panel outside this time horizon. SFRS currently seeks opportunities for collaboration and will continue with this requirement.
10. The Procurement Department should work closely with TED in the inclusion of training packages within procurements to benefit all aspects of training. TED should then manage its provision.	10.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.					Cancelled					All stakeholders are included in the UIG and TED requirements are incorporated where required.
11. The Procurement Department should work closely with workshops managers to maintain a quick and easy method of authorising the throughput of spare parts to reduce the time that vehicles are out of service awaiting spare parts sign off.	11.1	NO ACTION REQUIRED Situation has altered or changed considerably since the audit review.					Cancelled					SFRS has a set of internal controls that ensures orders above £4,000 are routed to procurement to confirm contracts are in place. This requirement will continue as to remove could lead to breech in standing orders and procurement legislation.

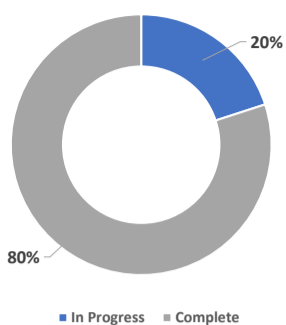| Recommendation	Ref	Action	Owner	Target	Revised	Status	Update	%	Date	✓	Evidence
12. The SFRS should investigate further collaboration opportunities with emergency service partners. For example, shared maintenance and repair contracts in remote areas, shared workshops space, shared peer review and quality assurance and procurement of spare parts.	12.1	SFRS will strengthen its relationships with all the other emergency service partners and create a shared services activity schedule on our intranet site.	Iain Morris	Mar-20		Complete		100%	Jul-20	✓	Joint Asset Sharing Group agenda and minutes.
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.	13a.1	A review will be initiated by the Regional Managers to look at all working practices and to agree and implement a new national performance based process. All the appraisal interviews will be completed and action plans developed.	Scottish Fleet Managers & Regional Scottish Fleet Managers	Mar-20		Complete	15 July 2020: Work in this area is progressing. Tranman version 9 now includes detailed tile reports on fleet performance. **14 October 2020: Tranman version 9 has been updated to include performance reporting tiles.**	100%	Mar-20	✓	A series of performance reporting tiles have been implemented into the fleet management system.
13b. The SFRS should also consider a national on-call procedure for mechanics.	13b.1	Fleet Service s will develop a new national on call procedure for mechanics.	Scottish Fleet Manager	Dec-20		Cancelled		100%			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.
14a. The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.	14a.1	A succession plan will be developed and a report presented to Director of FCS for consideration.	Scottish Fleet Manager	Mar-20		Complete		100%		✓	Report on age profile of staff is now completed.
14b. The SFRS should also investigate the use of apprenticeships within the Fleet Function to promote a skilled workforce for the future.	14b.1	The Head of Asset Management will review and explore the possibility of introducing several apprenticeships across the 4 ARCS.	Scottish Fleet Manager	Aug-19		Complete		100%		✓	Funding has been secured for four apprentices, one for each ARCS. New apprentice posts have been secured.
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.	16.1	Fleet services will produce and issue a new revised Health and Safety Handbook.	Scottish Fleet Manager	Aug-19		Complete		100%		✓	Revised Health and Safety Handbook has been issued.
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.	17.1	A Health and Safety Gap analysis will be completed and a training plan will be developed and implemented across all four ARCs .	Scottish Fleet Manager & Regional Scottish Fleet Managers	May-20		Complete	15 July 2020: We continue to implement new Safe Systems of Work and risk assesment for specific tasks. The Fleet and Equipment Workshop Health and Safety Handbook is now published and implemented and displayed on all ARC notice boards. **14 October 2020: A Training Matrix for all Health & Safety training requirements has been developed and implemented along with National Health & Safety Action Plan**	100%	May-20	✓	Training Matrix for all Health & Safety training requirements developed and implemented along with National Health & Safety action plan.
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.	18.1	SFRS has considered Tranman to be the platform for its fleet asset base for the foreseeable future. A new version (9) will be introduced and a full data cleanse will be initiated. This will also include a single operational process across all SFRS Sites.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar-20		Complete		100%	Jul-20	✓	Roll out of Tranman Version 9 across all workshop sites is complete along with a training package to all users. Tranman Version 9 working group minutes available on Fleet sharepoint site
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.	19.1	A standard procedure/process will be developed by Fleet Services and implemented	R&D Support Officer	Mar-20		Complete		100%	Jul-20	✓	Standard pre-delivery inspection sheet.
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.	20.1	This is aligned to ACTION 15 Above and will form part of the KPIs	Iain Morris Head of Asset Management	Mar-20		Complete	15 July 2020: This is aligned to ACTION 15.1 above and will form part of the KPIs. **14 October 2020: A series of performance reporting tiles have been implemented into the Fleet Management System.**	100%	Mar-20	✓	A series of performance reporting tiles have been implemented into the fleet management system.
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.	22.1	An AVLS system this will be deployed across all the light fleet for better utilisation of the fleet.	Scottish Fleet Manager	Jun-19		Complete		100%		✓	AVLS system has been deployed across the light fleet.
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.	23.1	A new independent audit and review section will be introduced to review and audit all the ARCs documentation and schedules.	Iain Morris Head of Asset Management	May-20	Sep-20	Complete	15 July 2020: Due to Covid-19 this training course has been re-scheduled for September 2020. **14 October 2020: Asset Management Project Governance staff trained in requirements to audit by the Freight Transport Association.**	100%	Aug-20	✓	Asset Management project governance staff trained in requirements to audit by the FTA.
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.	24.1	1. A new procedure will be developed in conjunction with Service Area DACOS, to ensure that transparency and efficiency is achieved with regards to scheduling of services.	Scottish Fleet Manager	Dec-19		Complete		100%	Jul-20	✓	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	Ref	Action	Owner		Date	Status		%		✓	Comment
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	27.1	A review of the rural servicing schedules will be initiated and consider the recommendations stated.	Scottish Fleet Manager		Jun-19	Complete		100%		✓	All the schedules have been reviewed and realigned to minimise disruption.
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.	28.1	Refer to the MORR 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.	DACO Training		Jun-19	Complete		100%		✓	Performance of driver training competencies incorporated with Training and Employee Development performance management processes.
29. Clarity should be given over who line manages equipment technicians in order to satisfy clear governance of their role.	29.1	A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Scottish Fleet Manager & Regional Scottish Fleet Managers		Jul-19	Complete		100%		✓	Communications has taken place with ALL Fleet Employees to ensure that they are aware of their roles and understand their reporting lines.
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.	30.1	A national procedure will be developed and implemented. (linked to recomm. 26)	Scottish Fleet Manager		Dec-20	Complete		100%		✓	Fleet staff now required to sign in at station as protocol by all fleet and equipment staff.
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.	30.1	Fully kitted appliances would not be possible at this stage due to capital proprieties being directed elsewhere	Scottish Fleet Manager		Mar-20	Complete		100%		✓	As agreed 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.

HMFSI Operational Risk Information - Action Plan Progress

Updated	Next Update
Feb-21	**May-21**

Status	Count
In Progress	5
Complete	20

In Progress RAG Rating

Overall Progress 92%

Red 0 — Amber 5 — Green 0

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.2, 2.2, 3.2	Fully scope out integration with Airwave network post CCMS Project completion but prior to introduction of ESMCP.	Sandra Fox, Head of ICT	Mar-20	Apr-21	In Progress	14 October 2020: In vehicle solution Project Board established and first meeting held on the 27 August, chaired by the Head of ICT. Scope and Terms of Reference currently being finalised. Dedicated project manager in place who has commenced initial scoping and end user engagement. **17 February 2021: Technical solution developed by third party and positive discussions have taken place with Scottish Government re: funding of the solution.**	60%			CCF Project Plan and Dossier. In Vehicle Solutions ToR and minutes
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.3, 2.3, 3.3	Fully integrate OI information into ESMCP Mobilising System.	Andy Mosley	Mar-20	**Mar-23**	In Progress	14 October 2020: Ongoing engagement with Home Office Programme Office to ensure solution fit for SFRS purpose. **17 February 2021: Engagement continues with the Home Office and the Command and Control Mobilising System supplier. Timescale for the Emergency Services Mobile Communications Programme implementation has slipped to 2023 and this has been reflected in the revised due date.**	25%			ESMCP Board papers
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.4, 2.4, 3.4	Apply for an Airwave Code of Connection.	Sandra Fox, Head of ICT	Mar-20	Dec-20	In Progress	14 October 2020: Work ongoing to obtain test code of connection as part of in-vehicle solution project. **17 February 2021: Technical solution developed by third party and positive discussions have taken place with Scottish Government re: funding of the solution.**	60%			Digital Steering Group and SLT Papers June 2020. In vehicle solution project Board papers.
4. In the short term the type of risk information held on the tablets should be increased to provide at least the same level of information and functionality as that of the former legacy services systems, as shown on table 4.	4.1	Integrate Vehicle Risk Information onto Tablet.	David Murdoch	Mar-20	**Jun-21**	In Progress	14 October 2020:This work forms part of in-vehicle solutions project and scoping work is ongoing. **17 February 2021: Additional mapping layers have been added to include mines and water overlays. Additional information has also been added to support Rope and Water responses. A User Intelligence Group has been carried out by the In Vehicle Solutions project lead to ascertain further requirements. Work is progressing to review Road Hazard information under this project too. There are significant interdependencies with Operations Control mobilising integration and the required enhanced device security arrangements. This work is with external providers has been delayed due to COVID-19. The revised due date is June 2021.**	80%			Operational Intelligence Work Plan. In vehicle solution project Board papers.
7. The Service should ensure, where possible, that there is suitable Wi-Fi connection at all stations in Scotland to ensure that the tablet devices are updated on a regular basis. The system should also include an automatic update function to ensure that there is no reliance on a manual update carried out by crews at stations.	7.2	Continue ongoing development to ensure a stable and reliable auto update function.	ICT Lead	Jan-20	**Mar-21**	In Progress	14 October 2020: Significant technical difficulty in progressing this work stream. It does not hamper the availability of data to front line crews however. In-vehicle solutions project will provide the opportunity to investigate previously unexplored technical options. **17 February 2021: Technical solutions continue to be scoped by the In-Vehicle Systems Project.**	70%			ICT Work Plan. In vehicle solution project Board papers.
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.1, 2.1, 3.1	Arrange Formal meeting between CCF,ESMCP and OI Board.	GM D Murdoch	Jul-19		Complete		100%		✓	Formal meeting took place on 31 July 2019 with plan to progress out in place.

Recommendation	No.	Action	Owner		Target		Status		%	Date	✓	Update
4. In the short term the type of risk information held on the tablets should be increased to provide at least the same level of information and functionality as that of the former legacy services systems, as shown on table 4.	4.2	Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement.	Paul McGovern		Jun-19		Complete		100%		✓	Enhanced mapping layers added and future builds planned.
5. The Service should develop its OIS website to enable performance reporting to be carried out by LSO based personnel, and to allow station based personnel to manage inspections and visits rather than rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.	5.1	Publish OI reporting tool to make available to all end users.	John McNicol		Apr-19		Complete		100%	Apr-19	✓	Reporting tool received 2 April 2019.
5. The Service should develop its OIS website to enable performance reporting to be carried out by LSO based personnel, and to allow station based personnel to manage inspections and visits rather than rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.	5.2	Engage on performance reporting requirements during policy review consultation.	SM Marc Pincombe		Apr-19		Complete		100%	Apr-19	✓	Engagement commenced on 4 April with email to DACO Support Teams. Further engagement planned with LSO Management Teams.
6. Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.	6.1	Carry out 4 targeted engagement sessions with end users.	SM Marc Pincombe		May-19		Complete		100%	Mar-19	✓	Engagement sessions carried out in each SDA area.
6. Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.	6.2	Embed Operational Intelligence into Operational Assurance processes.	GM Fraser Simpson		May-19		Complete		100%		✓	OA processes have been developed to incorporate OI.
6. Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.	6.3	Ensure process in place to collate feedback from Incident Command courses.	GM D Murdoch		May-19		Complete		100%		✓	Process implemented with TED to embed use of OI in Incident Command courses and collate feedback.
7. The Service should ensure, where possible, that there is suitable Wi-Fi connection at all stations in Scotland to ensure that the tablet devices are updated on a regular basis. The system should also include an automatic update function to ensure that there is no reliance on a manual update carried out by crews at stations.	7.1	Continue to roll out Wi-Fi in line with agreed Project Plan.	Neil Dutton		Aug-19		Complete		100%		✓	Project Plan to roll out Wi-Fi is complete with the exception of two stations. These will be managed as BAU.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.1, 9.1	Carry out a review of OI structure and produce options appraisal.	GM D Murdoch		Mar-20		Complete		100%		✓	Paper prepared and meetings held with HRA is relation to job evaluations.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.2, 9.2	Carry out SDA impact assessment and act on findings.	SM Marc Pincombe		Sep-19		Complete		100%		✓	SDA impact assessments completed in May, Awaiting outcomes of Policy Review.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.3, 9.3	Embed and evaluate OIO training plan.	Kenny Fraser		Sep-19		Complete		100%		✓	OIO training plan has been embedded and evaluated.
10. The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.	10.1	Collate, share and evaluate Best Practice in relation to mainstreaming OI.	GM D Murdoch		Sep-19		Complete		100%		✓	Engagement carried out in all LSO areas to share OI mainstreaming best practice.
10. The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.	10.2	Ensure OI is considered within RDS working Group.	GM D Murdoch		Sep-19		Complete		100%		✓	OI information shared with Senior Responsible Officer leading RDS Project.

Recommendation	Ref	Action	Owner		Target Date		Status		Progress		✓	Update
11. The Service should consider methods of improving the culture of utilising ORI at incidents and should monitor its use by adding specific questions or sections on the use of ORI by incident commanders to its OA policies.	11.1	Embed Operational Intelligence into Operational Assurance processes.	GM Fraser Simpson		May-19		Complete		100%		✓	OA processes have been developed to incorporate OI into the OA process.
11. The Service should consider methods of improving the culture of utilising ORI at incidents and should monitor its use by adding specific questions or sections on the use of ORI by incident commanders to its OA policies.	11.2	Explore opportunities to further embed OI use during Incident Command Training.	AM Andy Watt		May-19		Complete		100%		✓	Agreed process in place wit TED to embed the use of OI into Incident Command courses and collate feedback.
12. The Service should carry out a review of the premises or sites that it has SSRI for. The review should focus on the areas that have comparatively low numbers of premises on the OI database. The plans in the initial stages for the new system do not focus on the creation of records for previously unidentified premises. In particular, we believe a focus on the low number of premises in the City of Edinburgh is required.	12.1	Develop Site Specific SOP template.	SM Marc Pincombe		Jul-19		Complete		100%		✓	Site Specific SOP template developed and tested in exercises and for a real incident within the Grangemouth complex.
12. The Service should carry out a review of the premises or sites that it has SSRI for. The review should focus on the areas that have comparatively low numbers of premises on the OI database. The plans in the initial stages for the new system do not focus on the creation of records for previously unidentified premises. In particular, we believe a focus on the low number of premises in the City of Edinburgh is required.	12.2	The OI team will target resources within LSO Areas requiring assistance on a risk based approach.	Jennifer Henderson		Jul-19		Complete		100%		✓	LSO planning meetings have been carried out and OI resources have been allocated on a risk-based approach,
13. The Service should progress the data sharing with partners which is planned as part of the Service's Digital Strategy. This includes access to relevant risk information from key partners where that information would assist operational crews.	13.1	Continue to explore data sharing opportunities with partner agencies.	GM D Murdoch		Oct-19		Complete		100%		✓	Partner working in place and will continue with Forestry Commission and SEPA.
14. The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland	14.1	Agree, sign off and implement MOUs to support OI.	GM D Murdoch		Jan-19		Complete		100%		✓	MOU complete and signed off by ACO.
In 2015, we recommended that the SFRS should strengthen the use of an option appraisal and evaluation approach in resource planning. We now further recommend that the Service should embrace the appraisal and evaluation principles set out in the Scottish Public Finance Manual in its project work. In particular, there should be agreed methods of evaluation, including end user feedback and details on how the evaluation will shape the direction and content of a project as it progresses	15.1	Ensure Business Case process is robustly followed and evaluated.	AM I McMeekin		Jan-19		Complete		100%		✓	Business case guidance has been produced by FCS and continues to be followed and evaluated.
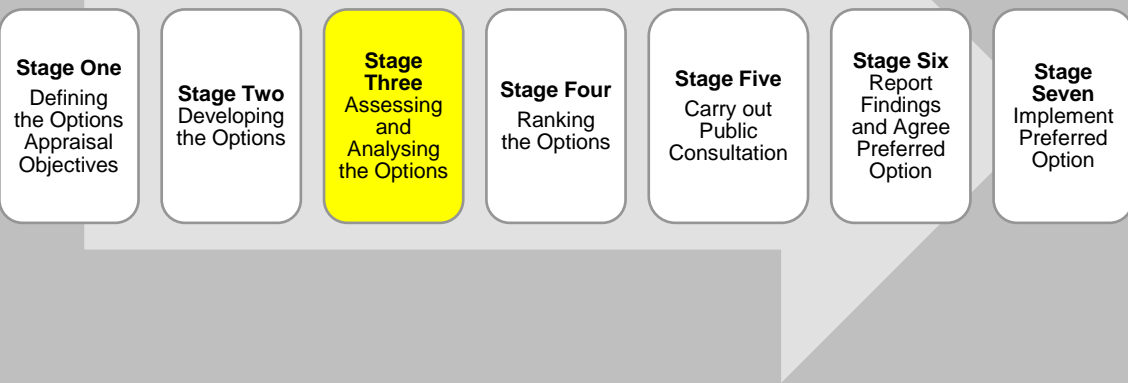
SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/04-21

Agenda Item: 8.3

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	**11 MARCH 2021**							
Report Title:	**UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE REPORT**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the work that is being undertaken, to take forward the recommendations contained within the UFAS Stocktake Review Report.

2	Background
2.1	At a meeting of the SDC on 12 March 2020, a report was brought forward outlining plans for reducing UFAS demand. The plans provided the basis of a UFAS Review Project, upon which the following priorities would be delivered: • Mainstreaming best practice UFAS initiatives across the country, and • Consolidating the Scottish Fire and Rescue Service's (SFRS) overall approach to managing UFAS.
2.2	In consolidating the SFRS' overall approach to managing UFAS, the Prevention and Protection (P&P) Function committed to conducting a UFAS Stocktake Review – a detailed examination of the effectiveness of SFRS's UFAS arrangements, and a key action within the Annual Operating Plan (AOP) 2020/21.
2.3	At a meeting of the Strategic Leadership Team (SLT) on 23 June 2020, a report outlining the findings and recommendations of the UFAS Stocktake Review were presented to the SLT and subsequently approved for implementation.
2.4	This approval provided the backdrop for outlining the key highlights of the UFAS Stocktake Review and setting out the next steps in the UFAS Review, at a Board Strategy Day on 30 July 2020.
2.5	At a meeting of the SDC on 17 September 2020, a report was brought forward outlining the SFRS's approach for managing the implementation of the UFAS Stocktake Review recommendations, within the context of the remaining stages of the UFAS Review Project. A UFAS Project Board is now in place and chaired by the Head of P&P. Supported by a Recommendations for Improvement Working Group (RIWG) and Recommendations for Change Working Group (RCWG) the project board is focussed on: • Implementing the recommendations for improvement. • Prioritising the recommendations for change, with efforts concentrated on assessing viable options for responding to automatic fire alarms (AFA).

2.6	Section 3 of this report, outlines the progress to date against these two workstreams and a forward look to what's planned for next reporting quarter.

3	**Main Report/Detail**
3.1 3.1.1	**Implementing the Recommendations for Improvement** The RIWG has been established to develop an action plan that prioritises implementing the recommendations for improvement over the short term. This ensures the SFRS is having due regard to the findings in the UFAS Stocktake Review Report and making incremental changes to improve effectiveness, whilst the longer-term recommendations for change are being evaluated and considered by the RCWG.
3.1.2	The RIWG has reviewed all 13 recommendations for improvement, and within **Appendix A** of the report, provided a current position for each recommendation. Any proposed actions have been allocated to progress and timescales for completion have been agreed with working group members. The table below illustrates a summary of progress and the RIWG anticipate all actions being completed by April 2021.
3.1.3	

Status Against Due Date	Quarterly Progress from previous update - 10/12/2020	Quarterly Progress to date - 26/02/2021
Complete	6	10
On target	7	3
May not be completed	0	0
Behind schedule	0	0

3.2 3.2.1	**Assessing Viable Options for Responding to AFA's** The RCWG has been established, to evaluate proposals for transforming the SFRS's approach to UFAS, within the context of the recommendations for change, that were detailed within the UFAS Stocktake Review Report. Conducting an options appraisal of AFA response strategies has been identified as a key element for taking forward by the RCWG over the next 12-months.
3.2.2	Based on the key stages of the options appraisal process illustrated at Section 3.2.3, the RCWG is progressing work under stage three, and is on target when assessed against the project timeline. A summary of progress as of submission of this update report on 26 February 2021, is outlined from Section 3.2.5 onwards.
3.2.3	

Key Stages of the Options Appraisal Process

| Stage One Defining the Options Appraisal Objectives | Stage Two Developing the Options | Stage Three Assessing and Analysing the Options | Stage Four Ranking the Options | Stage Five Carry out Public Consultation | Stage Six Report Findings and Agree Preferred Option | Stage Seven Implement Preferred Option |

3.2.4	Staff & Stakeholder Engagement Event
3.2.5	Since January 2021, the RCWG has been primarily focussed on the planning and coordination of a Staff & Stakeholder Engagement Event. As a result, on 24 February 2021, staff and stakeholders participated in a Zoom online engagement event, the purpose of which, was to explore the benefits and risks of the 5 options shortlisted for evaluation, therefore enabling staff & stakeholders to become an integral part of the Service's decision-making process.
3.2.6	Using the project stakeholder map, groups classified as high influence/high interest were invited to attend the event. A total of 16 staff and 26 stakeholders participated on the day and were represented as follows:

Staff	Numbers	Stakeholders	Numbers
UFAS Champions	3	Duty Holders	15
RVDS	4	Fire Industry/Insurance Industry	5
Operations Control	3	FBU	1
Wholetime Watch Based	3	National Associations	5
P&P Local Managers	3		

3.2.7	Prior to the event, participants were provided with an information booklet containing background and a detailed information pack, providing context to the options identified and guidance to help them prepare and fully participate in the process of evaluating the benefits and risks of each option.
3.2.8	The whole event was hosted by Animate Consulting, an organisation that specialises in facilitating groups of people, to reach consensus on matters of importance where all participants have a stake in the outcome. Using this third party, ensured constructive dialogue was taking place and there was a degree of independence during the workshop exercise, when participants evaluated, scored and ranked each option.
3.2.9	As a key part of the event, the workshop exercise involved the participants being split into five panels, to conduct a benefits assessment of each option, followed by a risk assessment of each option. The options were evaluated against set assessment criteria and the independent facilitators worked to ensure a consensus was achieved by the workshop participants in awarding overall benefit and risk scores and then ranking the options.
3.2.10	The deadline date for submission of this paper, has not made it possible to report the outcome of the workshop exercise in a meaningful way. Animate Consulting are producing a report, covering the completed benefit and risk assessment exercises, including the scoring and ranking of each option and key discussion themes that emerged from each panel. This report will help to provide further detail against each option, in support of the ongoing options appraisal being coordinated by the RCWG. Initial feedback following the event, has provided reassurance that the day was a success and achieved the intended purpose.
3.2.11	Review of COVID-19 Interim Response to AFA Actuations
3.2.12	One of the five viable options for responding to AFA's is to implement the COVID-19 interim blanket one pump response as the Service's permanent model. A planned review of the overall impact of this interim mobilising arrangement since its introduction in May last year, concluded in January 2021 with agreement that it be maintained in its current form until end of December 2021, when it will then be subject to further review.

3.2.13	Within the context of the options appraisal process, the findings of this recent review will be further explored during the detailed assessment stage currently underway. The key findings of the review are outlined below, with the full report now published on the iHub.
3.2.14	A) Staff Survey: • Staff believe that the blanket one-pump response to AFA's is delivering its intended priorities of reduced operational demand, increased capacity, and reduced road risk and the potential exposure of staff and public to COVID-19. • OC training lacked structure and insufficient lead-in time prior to the change taking effect. The COVID-19 situation was fast moving and a factor in this. • Overall, communication of the change, prior to go live was effective. Consideration to using a wider range of communication methods, to reach all affected staff would have been beneficial. • If maintaining the blanket one-pump response to AFA actuations, the majority agree that the premises exempt from this should stay the same. However, there is a sound rationale for looking at various factors when determining the weight of response to exempt premises (e.g. time of day and premises type). • The themes identified as being apparent positive and negative impacts of implementing the blanket one-pump attendance provide a good basis for more detailed assessment through the wider UFAS Review. • In general, the responses to the staff survey indicate satisfaction with the interim blanket one-pump response during COVID-19, and that the arrangements should continue.
3.2.15	B) Stakeholder Comments: • Current exemptions are causing concerns for some stakeholders who feel certain premises within their property estates should also be exempt from the interim blanket one-pump response to AFA's.
3.2.16	C) Operational Learning: • It was found there was no operational learning directly linked to the implementation of the COVID-19 interim blanket one-pump response to AFA's. Crews should be encouraged to use the SFRS OA13 debriefing process to identify areas of operational learning. The key aim of this, is to improve performance and ensure firefighter safety. This will therefore be monitored closely going forward and any operational learning that stems from the interim response arrangements acted upon.
3.2.17	D) Incident Data – Blue Light Journeys: • The SFRS has reduced blue light journeys by an estimated 7206 which is an overall reduction of almost 21% since introducing the interim blanket one-pump response to AFA's. We believe this reduction has improved firefighter and public safety during the pandemic, through reduced road risk and a reduced risk of exposure to the virus. • There is the potential for realising further reductions, if the interim blanket one-pump response to AFA's was implemented permanently during a steady state. This will be further explored, as part of the wider UFAS Review Project currently underway.
3.2.18	<u>Ongoing Communications & Engagement</u>
3.2.19	In line with the projects Communications & Engagement Plan, during January 2021 briefing sessions providing an overview of the options appraisal process and wider UFAS Review Project, were held with Service Delivery Area Management Teams. An LSO Briefing Note has been produced, to support consistent messaging locally. And an article within the Staff Weekly Brief was published on 15 February, to ensure wider organisational awareness of the project and intended outcomes.

| 3.3 | **Forward Look** |
| 3.3.1 | Looking forward to Quarter One 2021/22, the following key milestones are planned: |

3.3.2		**Key Milestone**	**Comments**
		12 May 2021: Report to SLT covering a assessment of each option, including scoring and ranking.	The outcome of the assessment, provides the basis for making a decision on which options to take out to public consultation.
		24 June 2021: Report to the Board, seeking mandate for public consultation on options.	The Board scrutinises the outcome of the options assessment and makes a decision to progress the outcome to public consultation.

| **4** | **Recommendation** |
| 4.1 | It is recommended that SDC notes the project work that is on-going to ensure SFRS have regard to all recommendations contained within the UFAS Stocktake Review Report, and the wider factors influencing the need for reducing UFAS demand. |

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** It is anticipated that the shortlisted AFA response options will realise efficiency savings (cashable and non-cashable). These efficiency savings will be assessed as part of a detailed appraisal of each option.
5.2 5.2.1	**Environmental & Sustainability** Acknowledging the organisational impacts articulated in the SFRS Climate Change Response Plan 2045, the Service has committed to reducing SFRS carbon emissions by 6% p.a. until 2030. It is anticipated that the shortlisted AFA response options will have a positive impact on achieving this target. The potential carbon emission reductions will be assessed as part of a detailed appraisal of each option.
5.3 5.3.1	**Workforce** It is anticipated that the shortlisted AFA response options will have the potential to release capacity for personnel to be available for other duties. This will be assessed as part of a detailed appraisal of each option.
5.4 5.4.1	**Health & Safety** Any reduction in response to UFAS activity would result in lessening road risk and improving community and firefighter safety. A risk assessment of the potential H&S impacts of each shortlisted option will be conducted as part of the detailed appraisal.
5.5 5.5.1	**Training** Each shortlisted option, is likely to have training implications associated with its implementation. This will be considered during the detailed assessment of each shortlisted option.
5.6 5.6.1 5.6.2	**Timing** Timescales for completion of the recommendations for improvement are outlined within the action plan at Appendix A of the report. A working timeline and associated milestones for conducting the options appraisal of AFA response options, is being used by the UFAS Review Project Board and was presented at the last SDC on 10 December 2020.

5.7 5.7.1	**Performance** Immediate scrutiny of the action plans for implementing the recommendations and progress with it will be undertaken by the UFAS Review Project Board, Service Delivery Directorate Management Team and SDC. Regular updates will also be provided as appropriate to the Strategic Leadership Team and the SFRS Board.
5.8 5.8.1	**Communications & Engagement** In relation to the options appraisal process outlined at Section 3.2.3, there will be a requirement to engage and formally consult with staff and key stakeholders. A Stakeholder Mapping Exercise has been conducted, and a Communications & Engagement Plan is in place. The project board and working groups receive ongoing support and advice from the Communications and Engagement Team.
5.9 5.9.1	**Legal** In regard to the options appraisal process outlined at Section 3.2.3, all options will be assessed for their legal implications/risks during the detailed assessment.
5.10 5.10.1	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.
5.11 5.11.1	**Risk** This piece of work supports the management of Strategic Risk Three and is recognised and managed through the Service Delivery Directorate and P&P Function Risk Registers. The UFAS Review Project Board will manage the risks associated with conducting the options appraisal.
5.12 5.12.1	**Equalities** *EIA completed Yes/~~No~~. If not applicable state reasons.* The AFA response options appraisal is a tool to assist the SFRS in making informed decisions which includes giving due regard to the General Equality Duty. An Equality Impact Assessment has been drafted and this will develop as it progresses through each stage of the options appraisal process, to ensure that we are considering the potential impacts of the options on both SFRS employees and the wider Scottish communities.
5.12.2	During the detailed assessment of the options, equality points around welfare of crews and special risks will also be considered. Initial stakeholder contact and wider consultation will allow the Service to collate further evidence around the options and across the protected characteristics as detailed in the Equality Act 2010.
5.13 5.13.1	**Service Delivery** Responding to AFA's and subsequent UFAS, places a significant burden on Service Delivery. The shortlisted options for responding to AFA's, have the potential to reduce UFAS demand, and lessen the burden placed on Service Delivery at national and local level.
5.13.2	In conducting this options appraisal, there will be close-working with all functions of the Service Delivery Directorate, to ensure potential policy changes and the subsequent impact on mobilising system configuration are informed by a wide cross-section of staff.
6	**Core Brief**
6.1	Not Applicable

7	Appendices/Further Reading
7.1	Appendix A: Current Progress Against Recommendations for Improvement

Prepared by:	Roy Dunsire, Group Commander
Sponsored by:	Stuart Stevens, Assistant Chief Officer
Presented by:	Stuart Stevens, Assistant Chief Officer

Links to Strategy and Corporate Values

SFRS Strategic Plan 2019-22: Objective 1.4: *"We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our service".*

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	*11 March 2021*	*For Scrutiny*

APPENDIX A: PROGRESS AGAINST RECOMMENDATIONS FOR IMPROVEMENT

	Recommendations for Improvement	Due Date	Revised Due Date	Status	% Complete	Completion Date	RAG	Evidence
1	Working with PDS, ensure that in setting the UFAS target within the next iteration of the PMF, there is due consideration of the full range of internal and external factors, and that this is underpinned by robust forecasting techniques.	Dec 2020		Complete	100	Nov 2020		Within the PMF 2020, the target set, is to reduce UFAS based on a three-year rolling average. This was set by having due regard to the findings within the UFAS Stocktake Review Report and 3-year forecasting resulting from automating multiple simulations conducted by Performance Data Services. The results of the forecasting, was in effect no movement at all given current flat trends and seasonality.
2	Working with the Service Delivery Areas, ensure through the process of reviewing current Local Fire and Rescue Plans, there is sufficient focus placed on reducing UFAS at local level. In particular within Glasgow City and City of Edinburgh where the biggest proportion of UFAS exists.	Dec 2020		Complete	100	Feb 2021		Through working with the P&P SDA Leads, the Chair of RIWG has concluded a review of all Local Plan UFAS priorities. Routine meetings between Head of P&P Function and Service Delivery P&P leads, now provide strategic focus on reducing UFAS and highlighting any cross-cutting challenges that may affect implementation of Local Plan UFAS Priorities across the 3 SDA's. UFAS Champions National Forum has been restructured and will focus on addressing national UFAS issues and challenges, through mainstreaming good practice across all LSO areas.

| 3 | Expedite plans to review the role of the UFAS Champion, and re-focus the purpose of the UFAS Champions National Forum on mainstreaming good practice and enabling UFAS Champions to perform their role effectively. UFAS Champions and the National Forum are key enablers to driving down UFAS demand and delivering successful change going forward. | Dec 2020 | | Complete | 100 | Nov 2020 | | The role of the UFAS Champion has been clarified and strengthened, through engaging with LSO areas to develop a role descriptor that details responsibilities and essential and desirable criteria for performing the role. It standardises the way UFAS Champions will now support LSO areas in delivering priorities for reducing UFAS demand.

A ToR for the UFAS Champions National Forum has been developed with a focus on mainstreaming good practice and enabling the UFAS Champions to perform their role effectively. The UFAS Champions National Forum meetings schedule has been reviewed in light of COVID-19, and recommended 30 September 2020. |
| 4 | Working with service delivery and training colleagues, develop a training module to support frontline crews to engage effectively with duty holders. This has been planned since November 2015 and needs to be prioritised in support of enabling front line staff, to perform their important role as the first line of defence in preventing further UFAS calls. | March 2021 | | Ongoing | 90 | | | A training needs analysis (TNA) of local needs was completed through the UFAS Champions National Forum.

The findings provided the basis for developing an LCMS package for crews responding to UFAS and providing advice and guidance to Dutyholders.

LCMS package will be finalised and go live by end of March 2021. UFAS Champions will monitor implementation. |

5	Ensure that LSO areas are sufficiently briefed and supported before and during the roll-out of the BE AWARE campaign, scheduled to run nationally during March 2020, then implemented locally from April 2020 onwards. This should be coordinated through the UFAS Champions National Forum, and local implementation monitored by the Forum thereafter.	January 2020		Ongoing	100	Feb 2021		Following re-structuring of the UFAS Champions National Forum, this group has now taken responsibility for coordination and monitoring of all national campaigns at local level. The Forum's forward plan of work, integrates with P&P's thematic action plans, to ensure national campaigns such as BE AWARE are being rolled-out effectively and monitored for impact through the UFAS evaluation iHub.
6	Working with OC, identify and address inconsistencies in the application of the current UFAS call filtering process across the three OC's, through further training and awareness. Also, explore opportunities to increase the effectiveness of filtering (e.g. reviewing the questioning of AFA callers).	March 2021		Ongoing	100	Feb 2021		Interim mobilising and call filtering arrangements were developed by OC, in support of implementing the AFA one pump strategy during COVID-19. A review of the effectiveness of these interim arrangements has concluded. The findings are being used to refine the COVID-19 interim call filtering flow charts and feed into the wider UFAS Review project.
7	Revise the current UFAS PDA Reduction Matrix Procedures, so that LSO areas have the flexibility to adopt a thematic approach to identifying low risk premises and consider extending the procedures to certain sleeping risk premises. In the short term, this will give LSO areas the flexibility to apply the procedures to more premises.	Dec 2020		Complete	100	Nov 2020		The UFAS PDA Reduction Matrix Procedures were suspended, following the interim one pump attendance to AFA's during COVID-19 being implemented. This blanket one pump attendance strategy during COVID is realising significant reductions in blue-light journey's and delivering against intended COVID-19 objectives. The strategy is now in the process of being reviewed, whereby the outcome will feed into future COVID-19 contingency planning and the Options Appraisal for responding to AFA's

8	Ensure that representation on the NHS FSAG is sufficient and consistent, and that working together on addressing UFAS demand in healthcare premises is a key priority of the group going forward. Whilst the NHHS's position statement on staff alarms is viewed as a barrier to reducing UFAS, it should also be considered as an opportunity to review and strengthen the groups approach to reducing UFAS demand.	Dec 2020		Complete	100	Dec 2020		National P&P Manager identified, to provide consistent attendance at this meeting.
9	Use the UFAS iHub and UFAS Champions National Forum, to promote the use of staff alarms and the six most effective physical interventions for reducing false alarms and subsequent UFAS.	March 2021		Ongoing	80			The UFAS Champions National Forum forward plan of work for 2021-22 is under development and will incorporate sessions for improving knowledge and understanding of how to apply the six most effective interventions for reducing UFAS. These development sessions will form the basis for producing learning and promotional material covering the six most effective physical interventions.
10	Ensure recommendations from the Glasgow Live Investigation have been implemented or fully considered, and review their impact taking into account the findings of the Stocktake Review Report.	March 2021		Complete	100	Feb 2021		Of the 10 recommendations, SFRS have considered all and reported to what extent they were implemented. A recommendation that requires further consideration is the use of specialist fire alarm investigators to work in LSO areas where the greatest UFAS demand exists (e.g. City of Edinburgh). The Project Board will investigate the feasibility of piloting this role at a suitable juncture in the UFAS Review Project.

11	Identify 'quick wins' for simplifying administrative processes and standardising methods of recording, so UFAS procedures can be delivered more efficiently, reducing the burden placed on LSO areas.	Dec 2020		Complete	100	Nov 2020		See position statement at recommendation 7. Implementing the interim one pump attendance strategy, has eliminated the requirement to apply the UFAS PDA Reduction Matrix Procedures during COVID-19. The UFAS Stocktake Review found that a lot of staff time was being invested in applying these procedures. The review of the interim one pump attendance strategy and options appraisal will cover the impact of suspending the UFAS PDA Reduction Matrix Procedures during COVID-19.
12	Working with ICT, and PDS, estimate the time and level of resources required to bring URS up to a level where it's operating effectively, and assess the impact of withdrawing the system from use.	March 2021		Ongoing	75			Impact assessment of withdrawing this resource is underway.\n\nFindings and recommendations of impact assessment being presented to the UFAS Review Project Board at its meeting on 07 April 2021.
13	Working with R&R, confirm timescales for implementing the Systel Mobilising System and clarify the Systel solutions for accommodating UFAS mobilising and statistical reporting requirements. It's important to know this as soon as possible, for informing decisions around how UFAS is managed going forward.	Dec 2020		Complete	100	Nov 2020		The RCWG has senior representation from Operations Control. This rep will be linking-in with the Command and Control Futures Project Team, to ensure there is synergy between both projects and interdependencies are being managed effectively. To be progressed.

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/05-21

Agenda Item: 9.1

Report to:	SERVICE DELIVERY COMMITTEE		
Meeting Date:	11 MARCH 2021		
Report Title:	CLINICAL GOVERNANCE UPDATE		
Report Classification:	For Information	**Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to** **Board Standing Order 9**	
		A | B | C | D | E | F | G	

1	Purpose
1.1	The Training, Safety and Assurance Directorate (TSA) have agreed arrangements with the Scottish Ambulance Service (SAS) for the provision of Scottish Fire Rescue Service (SFRS) Clinical Governance.
1.2	This paper outlines the proposed initial Clinical Governance review arrangements.

2	Background
2.1	The SFRS do not currently have Clinical Governance for policies, procedures, training or equipment appertaining to the provision of casualty care.
2.2	An agreement has been reached, whereby the SAS will provide the SFRS with Clinical Governance arrangements which are embedded in all aspects of first aid and casualty care and ensures that appropriate risk assessments are made, relevant training needs are defined and delivered to the required standards with equipment that is fit for purpose.

3	Main Report/Detail
3.1	**Start Date** The Initial start date for Clinical Governance activity to begin was verbally agreed as the 1 December 2020, due to a period of inactivity due to Covid-19, the Festive Season and staff unavailability, it is proposed that a revised start date will be agreed as the 1 February 2021.
3.2	Due to the later start date, the financial impact for the SFRS in the current financial year will now be £7,678 rather than the expected figure of £15,356.
3.3 3.3.1	**Clinical Governance Arrangements** A Memorandum of Understanding (MOU) is currently being drafted by the SFRS legal team and the 1st draft has been considered by the SAS and returned with comments. Work on the MOU continues with the target completion date being April 2021.
3.3.2	Work on the following documents is also being progressed: • Project Brief, • Project Dossier including benefits profile, • Memorandum of Understanding, • Service Level Agreement (SLA),

- Financial Contract (For the provision of Clinical Governance),
- Risk Register,
- Information Sharing Agreement,
- Equality Impact Assessment (EIA),
- Data Protection Impact Assessment (DPIA), and
- Creation of Clinical Governance Technical Working Group.

3.4   Initial Review of Current SFRS Casualty Care Arrangements

3.4.1   Initially there will be 3 areas of work undertaken by the SAS. A review of the current SFRS casualty care training, a review of the current SFRS "Trauma kit" issued for the provision of casualty care and a consultation process with operational crews and directorate staff will also be undertaken.

3.4.2   These areas of work are interdependent and will be undertaken simultaneously. The SAS need to understand the various types of casualty care that Firefighters provide to the community in order to ensure that the training package and equipment provided is suitable and sufficient for Firefighters to undertake their duties. Each area of the review period is outlined further below.

3.4.3   The Review period will begin in February 2021 with a report detailing the findings and recommendations being published in August 2021.

3.5   Technical Working Group (TWG)

3.5.1   Once the initial Clinical Governance Review report is published, the SFRS Clinical Governance Technical Working Group (TWG) will be convened. The TWG is co-chaired with the SAS and will be represented from all relevant areas of the SFRS. The TWG will create an action plan to deliver the review recommendations.

3.6   SFRS Clinical Governance Committee (Business area of SMB)

3.6.1   The TWG chair(s) will present the action plan to SFRS Clinical Governance Committee for approval and provide quarterly updates on progress. The SAS Medical Director or deputy will attend the Clinical Governance Committee meeting.

3.7   Review of Current SFRS Casualty Care Training

3.7.1   The Clinical Governance Arrangements will start with the SAS undertaking a review of the existing SFRS Casualty Care Training. The focus for this review will be:
- The current SFRS Initial Casualty Care and Assessment (ICAT) Training Modules,
- The method of delivery across the various SFRS duty systems, and
- The qualifications of those delivering ICAT Training.

3.7.2   An Initial report detailing the recommendations of this review will be scheduled to be published in August 2021.

3.7.3   Urgent Action: During the review period, should any current SFRS ICAT guidance be deemed unsafe/out of date practice and requires to be addressed urgently, this will be flagged to the SAS Clinical Governance Manager so that corrective action can be taken in conjunction with the relevant SFRS directorate(s).

3.8   Review of the current SFRS Trauma Kit

3.8.1   The contents of the current SFRS Trauma kit will be reviewed by the SAS to ensure that the equipment is fit for purpose and make recommendations of any required additions, upgrades and removals. This area of work is linked to the Clinical Governance consultation (below) regarding the types of casualty care being administered by SFRS crews across.

3.8.2   Timescale: An Initial report detailing the recommendations of this review will be published in August 2020.

3.8.3	Urgent Action: During the review period, should any current SFRS ICAT equipment be deemed unsafe/out of date practice and requires to be addressed urgently, this will be flagged to the SAS Clinical Governance Manager so that corrective action can be taken in conjunction with the relevant SFRS directorates.
3.9 3.9.1	**Consultation with Operational Personnel** A consultation process will be undertaken to gather information from operational personnel regarding: • The types of care they currently provide to members of the public through their daily duties, • The trauma equipment currently available to treat casualties and • Their experience of learning through delivery of the ICAT modules.
3.9.2	The information gathered in this consultation will influence the initial report scheduled for August 2021.

4	**Recommendation**
4.1	It is recommended that: The SDC supports the concept of Clinical Governance review period outlined within this report along with the associated timescale for the publication of the review report and completion of governance documents.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** The agreed financial arrangements for the provision of Clinical Governance are as follows: • 50% of SAS salary band 8A = £35,368 • 33% of SAS salary 4 = £10,700 • 15% added for overheads including travel costs & incidentals = £6,910 (This will be amended during the Covid-19 pandemic due to travel costs and incidentals being negligible) • Total £52,978 per annum
5.2 5.2.1	**Environmental & Sustainability** Not Applicable
5.3 5.3.1	**Workforce** Clinical governance will ensure that SFRS frontline crews are trained and equipped to deliver initial casualty care within the scope of their daily duties.
5.4 5.4.1	**Health & Safety** A Generic Risk Assessment is in place for SFRS casualty care training.
5.5 5.5.1	**Training** Training will be one of the main focal point of Clinical Governance. The SAS will assess the current SFRS casualty care training and provide recommendations relating to training content and training delivery standards.
5.6 5.6.1	**Timing** February 2021 Clinical Governance Review Period begins. February – August 2021 Governance documentation completion. (MOU, SLA, EIA etc.) April 2021 Clinical Governance MOU agreed by both parties. August 2021 Review period report published. August 2021 Technical Working Group convened. August – September 2021 Timeline for implementation agreed.

5.7 5.7.1	**Performance** Quarterly reports generated through the TWG will be presented to the SFRS Clinical Governance Committee.
5.8 5.8.1	**Communications & Engagement** To be confirmed.
5.9 5.9.1	**Legal** The SFRS legal team are working on a draft MOU detailing the agreed Clinical Governance arrangements. This work is being undertaken in consultation with the SAS Clinical Directorate. Once both parties have agreed the content of the draft MOU it will be sent to the SAS legal team for comment.
5.10 5.10.1	**Information Governance** *DPIA completed Yes*
5.11 5.11.1	**Risk** A risk register will be maintained for Clinical Governance.
5.12 5.12.1	**Equalities** *EIA completed Yes*
5.13 5.13.1	**Service Delivery** It is anticipated that the provision of Clinical Governance will see improved standards in casualty care delivered by firefighters in the community. The impact of Clinical Governance on service delivery will mainly be related to any recommended changes to our current training delivery model and the introduction of any new medical equipment that may be required.
6	**Core Brief**
6.1	Not Applicable
7	**Appendices/Further Reading**
7.1	Not Applicable

Prepared by:	Richie Hall, Area Commander
Sponsored by:	John Dickie, Assistant Chief Officer, Director of Training, Safety & Assurance
Presented by:	Richie Hall, Area Commander

Links to Strategy and Corporate Values

SFRS Strategic Plan 2019-22
Outcome 2 Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.
Outcome 3 We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.
Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Training, Safety and Assurance Directorate Management Team	*24 February 2021*	*For Recommendation*
Service Delivery Committee	*11 March 2021*	*For Information*
Senior Management Board	*24 March 2021*	*For Decision*

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/06-21

Agenda Item: 9.2

Report to:	SERVICE DELIVERY COMMITTEE
Meeting Date:	**11 MARCH 2021**
Report Title:	**GRENFELL TOWER FIRE – UPDATE REPORT 5**

Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						
		A	B	C	D	E	F	G

1	Purpose
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the Scottish Fire and Rescue Service (SFRS) response to the publication of the Grenfell Tower Inquiry Phase 1 report and the associated recommendations.

2	Background
2.1	The fire at Grenfell Tower on 14 June 2017 in which 72 people tragically died was the worst residential fire in the UK since the Second World War. Since then the SFRS, along with our partners, has been committed to learning all lessons arising from the incident, including those identified in the resultant inquiries and reports.
2.2	On 15 June 2017 the Prime Minister announced a public Inquiry into the fire at Grenfell Tower would take place. Subsequently, Sir Martin Moore-Bick was appointed as the Chairman of the Inquiry on 28 June 2017. The first phase of the Inquiry heard evidence between 21 May 2018 and 12 December 2018; the Inquiry's Phase 1 report was published on 30 October 2019.
2.3	Upon publication of Phase 1 recommendations and as part of SFRS' commitment to learning all lessons from the fire, a working group was established to develop and coordinate a detailed action plan based on the Phase 1 report and associated recommendations. Due consideration was also given to the findings of the London Fire Brigade's (LFB) Grenfell Tower Investigation and Review Team (GTIRT) and to the SFRS register of focus areas which was compiled in the immediate aftermath of the fire.
2.4	This group is Chaired by the Prevention and Protection Function, which retains overall responsibility for the coordination of all post-Grenfell work. Due to the nature of the recommendations, this working group also comprises senior representatives from the Response and Resilience Function, and Training Directorate who are responsible for progressing work through their respective areas of responsibility and providing progress updates.

3	Main Report/Detail
3.1	The first phase of the Grenfell Tower Inquiry has focused on the fire itself and the response to it, by LFB and other emergency services. Its report provides 46 recommendations, which are based on its findings. Of the 46 recommendations, 31 are made to LFB, Fire and Rescue Service's (FRS) in general or other emergency services with the remaining 15 recommendations directed at building owners and government.

3.2	The LFB GTIRT report made 13 recommendations specific to LFB and the SFRS register identified 37 areas for further consideration.
3.3	Many of the GTIRT and Grenfell Tower Inquiry's recommendations are made specifically to LFB, others to the FRS generally. The SFRS working group have reviewed all recommendations, giving due regard to each point in the spirit of continuous improvement and to ensure all relevant lessons are learned. This includes recommendations made to building owners and government so that impacts of resultant changes on the SFRS can be understood.
3.4	The SFRS working group established a baseline position for each recommendation recognising the specific regulatory and legislative environment within Scotland and has detailed appropriate action to meet the spirit of the recommendation or review and test existing procedures. The proposed actions have been allocated to the appropriate Directorate to progress and timescales for completion have been agreed with working group members.
3.5	An update report was provided to Service Delivery Committee (SDC) on 17 September 2020 which detailed the SFRS' position against each Grenfell Tower Inquiry recommendation. The SDC approved the proposal to close 11 of the recommendations.
3.6	A further update report is included as Appendix A and provides details of the current SFRS position in relation to the remaining 20 Grenfell Tower Phase 1 recommendations. Existing SFRS arrangements and improvement action undertaken since the update report of 17th September 2020, and detailed in the update report, meet the spirit of 3 of the remaining 20 recommendations made to LFB/FRS, when considered within the Scottish regulatory framework. The working group therefore recommends that the following recommendations are now closed: **Recommendation: 2**. that all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs. **Recommendation: 20.** That steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room. **Recommendation: 41.** That on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services.
3.7	Further to this, the ongoing impact of Covid-19 and the subsequent reprioritisation of workstreams, both within the SFRS and with key partners including the NFCC, has resulted in significant slippage in the timescales agreed by the working group in early 2020.
3.8	A full review of timescales has been undertaken and the working group have identified 10 recommendations which require a timescale revision and propose moving these to June 2021. Timescales will continue to be reviewed until the full impact of on-going Covid-19 related restrictions and associated practical implications becomes clearer. It should be noted that there were no timescales included within the Grenfell Tower Phase 1 report and that the original SFRS action plan timescales were self-imposed prior to Covid-19. The recommendations for timescale review are as follows: **Recommendation: 7** to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services. I [Sir Martin Moore-Bick] also recommend, insofar as it is not already the case, that all fire and rescue services

be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.

Recommendation: 11. That all officers who may be expected to act as incident commanders (i.e., all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room.

Recommendation: 14. That the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing.

Recommendation: 16. That all fire and rescue services develop policies for handling a large number of Fire Survival Guidance (FSG) calls simultaneously

Recommendation: 18. That policies be developed for managing a transition from "stay put" to "get out".

Recommendation: 19. That control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.

Recommendation: 24. That the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.

Recommendation: 25. That the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.

Recommendation: 27. That urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.

Recommendation: 29. That fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them.

3.9   The table below provides a summary of SFRS progress across the 31 recommendations;

Status	Total
Closed – Sept 2020	11
Recommended for Closure	3
Date to be Revised	10
Ongoing and On Track	7
	31

3.10   The approach adopted by SFRS in developing and publishing a detailed action plan has recently been examined and largely supported in an article within the *Fire Magazine* providing an additional level of external scrutiny to that which is already undertaken internally.

3.11   Further to this, Her Majesty's Fire Service Inspectorate in Scotland provided early comment of the SFRS process being undertaken, with regard to the Grenfell Tower recommendations, through the HMFSI's membership of the MWG.

3.12	The HMFSI have indicated that specific inspection of the SFRS Grenfell Action plan would follow in due course. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services has recently published a report into London Fire Brigade progress and this is included in the further reading section. The report notes that LFB have completed 4 of 29 recommendations considered but direct comparison between the LFB and the SFRS response to the Grenfell Inquiry recommendations is difficult due to the different legislative frameworks and operating environments.
3.13	In addition to this work being directly undertaken within the SFRS, engagement will continue with relevant partners, primarily through the MWG and associated sub groups, as progress is made in learning lessons from this tragedy. SFRS continue to support three working groups. These are: • The Grenfell Inquiry Fire Safety Working Group – To consider the 15 recommendations not specifically aimed at the fire service. • The Building and Fire Safety Technical Working Group – To consider technical standards in relation to cladding on high rise domestic buildings (HRDB's) • The HRDB Cladding and Mortgage Lending Working Group – To consider the mortgage lending issues in relation to HRDB's which have arisen as a result of the different legislative framework in Scotland
3.14	The SFRS are represented by P&P on all three working groups alongside partners which include SG (including the Fire and Rescue Unit, Building Standards Division, Housing and SG Legal), Institute of Fire Engineers (IFE), Ministry of Housing Communities and Local Government (MHCLG) and the Building Research Establishment. This collaborative approach will continue to inform the SFRS response to the Grenfell Tower Inquiry Phase 1 Recommendations.
4	**Recommendation**
4.1	• That SDC support the recommendation of the working group to close 5 of the recommendations from the Grenfell Tower Inquiry Phase 1 Report. • That SDC note the intention of the working group to revise timescales against 8 recommendations in recognition of unforeseen and ongoing challenges posed by Covid-19 • That SDC note the work that is underway to ensure SFRS fully learns all lessons from the Grenfell Tower fire and the on-going membership of the MWG and associated working groups.
5	**Key Strategic Implications**
5.1 5.1.1	**Financial** It is anticipated that some of the recommendations from the Grenfell Tower Inquiry Phase 1 report will have financial implications to fully implement. Where this is necessary the SFRS Business Case process will be utilised to request appropriate funding.
5.2 5.2.1	**Environmental & Sustainability** There are no environmental or sustainability implications directly associated with this report.
5.3 5.3.1	**Workforce** Any workforce issues are anticipated to be predominantly related to training, which is covered below.

5.4 5.4.1	**Health & Safety** Relevant health and safety matters will be fully considered as part of SFRS' action plan to ensure all lessons are learned from the Grenfell Tower fire.
5.5 5.5.1	**Training** It is anticipated that there will be significant training implications associated with the implementation of some aspects of the SFRS' post-Grenfell action plan. To support this the Training Directorate is represented on the working group developing the action plan.
5.6 5.6.1	**Timing** In developing the post-Grenfell action plan, individual timings have been allocated accordingly to each piece of work. This is subject to review to account for Covid-19 related restrictions in place at this time.
5.7 5.7.1	**Performance** Immediate scrutiny of the action plan and progress with it will be undertaken by the Service Delivery Management Team and Service Delivery Committee. Regular updates will also be provided as appropriate to the SLT and the SFRS Board.
5.8 5.8.1	**Communications & Engagement** As part of the coordinated approach taken by the working group regular communications will take place with appropriate internal and external stakeholders. On-going engagement will also take place through various forums with SG and NFCC.
5.9 5.9.1	**Legal** By comprehensively learning lessons from the Grenfell Tower tragedy SFRS will continue to comply with all its legal obligations.
5.10 5.10.1	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* It is not anticipated that there will be any information governance issues associated with the development and implementation of the post-Grenfell action plan.
5.11 5.11.1	**Risk** It is anticipated that the work undertaken to learn lessons from the Grenfell Tower fire will enhance SFRS' approach to risk management, particularly in relation to the resolution of emergency incidents.
5.12 5.12.1	**Equalities** *EIA completed ~~Yes~~/No. If not applicable state reasons.* Implementing lessons learned from the Grenfell Tower fire is anticipated to enhance SFRS' approach to equalities. Where appropriate, EIA(s) will be undertaken for any individual elements progressed by the working group.
5.13 5.13.1	**Service Delivery** The recommendations and actions arising from the Grenfell Tower Phase 1 report have significant impact on Service Delivery and will be managed through the process outlined in the paper.
6	**Core Brief**
6.1	Not Applicable

7	Appendices/Further Reading
7.1	Appendix A - Grenfell Tower Phase 1 Recommendations – SFRS Position Statement
7.2	<u>Further Reading</u> Fire Magazine: Scottish Response to Grenfell 2021-01 Fire Magazine Scottish r Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services – London Fire Brigade Report inspection-london-fire-brigade-progres *Grenfell Tower Inquiry: Phase 1 Report* (https://www.grenfelltowerinquiry.org.uk/phase-1-report). *London Fire Brigade: Grenfell Tower Fire Preliminary Report* (https://www.london-fire.gov.uk/media/4126/gtirt19-01534_grenfell_tower_fire_preliminary_report_final.pdf). *London Fire Brigade: Grenfell Tower Improvement Progress* (https://www.london-fire.gov.uk/media/4127/gtirt19-03643_gt_improvement_progress_report_final-91019.pdf).

Prepared by:	Stephen Wood, Area Commander, Prevention and Protection
Sponsored by:	Ali Perry, Deputy Assistant Chief Officer, Head of Prevention and Protection
Presented by:	Stuart Stevens, Assistant Chief Officer, Head of Service Delivery

Links to Strategy and Corporate Values
This report supports the SFRS Strategic Plan Outcomes of *Prevention* and *Response*. It also supports all the Service's Values of *Safety*, *Teamwork*, *Respect* and *Innovation*.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Service Delivery Management Team	*24 February 2021*	*For Decision*
Service Delivery Committee	*11 March 2021*	*For Scrutiny*

Grenfell report phase 1 Section 33.10

A sound understanding of the materials used in the construction of any high-rise building is essenti
if the fire and rescue service is to be properly prepared to carry out its function in relation to th
building. The risk of fire of the kind that occurred at Grenfell Tower may be low, but knowledge
the key to proper planning and effective training. **I therefore recommend:**

Recommendation: 2. that all fire and rescue services ensure that their personnel at all levels
understand the risk of fire taking hold in the external walls of high-rise buildings and know how to
recognise it when it occurs.

Responsible Function: Ops to set direction. Training Function (TF) to support.
Lead Officer: AC Murdoch/AC Leishman

Current Position	An awareness brief was issued in October 2017 detailing operational arrangements to identify external fire spread. Standard Operating Procedure (SOP) – High Rise Buildings was published 15/06/20, after consultation with key stakeholders. This revised SOP includes information on construction features, fire spread, the use of external spotters and the use of thermal image cameras to identify, amongst other factors, changes to external fire conditions. The updated SOP aligns with the latest National Operational Guidance (NOG). The TfOC for FF to WC contains a HRB module which has successfully been completed by 90% of all those required to undertake the module within the last three years. This now includes the updated SOP. High Rise Scenario based training for Flexi-Duty Officers will be developed as part of the ICL 2, 3 and 4 courses, however this working has been delayed due to the pandemic and will look to be included in future Training Function work plans.
Recommendation / Action	With the update to SOP the spirit of this recommendation has been met. As NOG evolves the SOP will be updated to ensure the latest information is available to crews. TF will incorporate the updated SOP information into IC courses and this will be managed through their future work plans. Recommend that GT2 is closed and ongoing training is managed through the Training work plans
Status	Complete
Due Date	Sep 2020

Grenfell report phase 1 section 33.11	
Recommendation: 4. that the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.	
Responsible Function: P&P / TF Lead Officer: AC S Wood	
Current Position	A programme for regular operational assurance visits incorporating the inspection of parts deemed relevant under the Fire (Scotland) Act is well embedded with the SFRS and includes all ranks from FF. Training is delivered through an LCMS package which is currently being reviewed. Outcome reports are provided to the responsible person for each premises for action. Compliance with SFRS reports falls to the responsible person and would only be followed up in the event of a deficiency having the potential to affect fire fighter safety. A requirement to acknowledge deficiencies identified through an OAV is contained within the High-Rise Inventory Section 4.4.
Recommendation / Action	The spirit of R4 is met within the current SFRS arrangements although further work is required to improve training provision. P&P are working to develop a visual training aid to facilitate improved knowledge and consistency of high-rise operational assurance visits. This will be incorporated into the High-rise module of the TfOC.
Status	Ongoing
Due Date	Jun 2021

Grenfell report phase 1 section 33.12 No plans of the internal layout of the building were available to the LFB until the later stages of the fire. However, because each floor of the building above floor 3 was laid out in the same way, the LFB was not unduly hampered in its attempt to fight the fire and rescue occupants by the absence of those plans. In another case, however, the lack of floor plans might easily have far more serious consequences. It should be a simple matter for the owners or managers of high-rise buildings to provide their local fire and rescue services with current versions of such plans. **I therefore recommend**	
Recommendation: 7 to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services. I [Sir Martin Moore-Bick] also recommend, insofar as it is not already the case, that all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.	
Responsible Function: Operations Lead Officer: AC Murdoch	
Current Position	The question of premises information boxes will be addressed by the Grenfell Tower Fire Safety Group which is led by Scottish Government colleagues. With regard to receiving and storing electronic plans, the SFRS have an Operational Intelligence Policy and dedicated team who manage the information available in the mobile tablets that are available on every SFRS vehicle. Desktop versions are available within OC's, CSU's and ISR's. There is no current requirement for building owners to supply SFRS with electronic plans of high rise buildings. SFRS also utilise a system of High Rise information plates located on the exterior of buildings which provide key information to attending crews.

Recommendation / Action	The OAV programme embedded within existing procedures meets the premises familiarisation element of the recommendation. Some areas have high rise plans available but this is limited in scope. An information gathering template is being rolled out to collect information on buildings that don't conform to the SOP. This will include a cross section of the building and floor plans where the layout is unusual such is mezzanine format. A review of the high-rise information plate system is also required and is being pursued by SG. The collecting and updating of premises information will be ongoing but the procedures in place within SFRS meet the operational intelligence requirements of the Service.
Status	Ongoing
Due Date	March 2021 – Date to Be Reviewed

Grenfell report phase 1 section 33.14
Recommendation: 11. That all officers who may be expected to act as incident commanders (i.e. all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room.
Responsible Function: TF / Ops Lead Officer: AC Leishman / AC Logan

Current Position	Reviewed version of Radio Procedures COP was published in February 2020. Opportunity for training refresh to coincide with the publication of this. Incident Command Team give input at ICL1 Development Courses in relation to Radio Procedures. During ICL2 Development Courses this information is delivered by Operations Control and relates to use of Airwave Radios and Radio Procedures. On all ICL courses instructors reinforce the importance of communication with OC and it is also part of the marking criteria set out within both WM7 and EFSM 1 & 2. An OC GC has been aligned to Training Directorate to support ongoing development of training courses aligned to OC and communication purposes.
Recommendation / Action	In addition to existing training at ICL 1 & 2, a procedure is now in place for specific communications input to be delivered on ICL 3 & 4 courses by the OC GC. Implementation of this has been delayed by COVID but will be progressed for course inclusion in 2021/22.
Status	Delayed
Due Date	Mar 2020 Date to be Reviewed

Grenfell report phase 1 section 33.15
Even allowing for the fact that the control room was operating under great pressure, it is clear that in many cases CROs failed to handle FSG calls in an appropriate or effective way. **I therefore recommend**:

Recommendation: 14. That the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing.

Responsible Function: Operations
Lead Officer: AC L Logan

Current Position	Work is ongoing at a national level to develop guidance. Two Fire Control personnel have been seconded to NOG to develop Fire Survival Guidance and Emergency Call Handling Procedures. SFRS to benchmark against LFB, workshop is scheduled before the end of 2020. The first Control National Operational Guidance Package has gone out for consultation (Feb 21). This concentrates on FSG. Further packages are currently being developed. SFRS to continue participating in shaping National Operational Guidance for Controls and will fully adopt the guidance one published.
Recommendation / Action	AC Logan is chairing the national group creating the guidance and SFRS will implement it when available.
Status	Ongoing
Due Date	Sep 2020 TBR

Grenfell report phase 1 section 33.15

Recommendation: 16. That all fire and rescue services develop policies for handling a large number of Fire Survival Guidance (FSG) calls simultaneously.

Responsible Function: Operations
Lead Officer: AC L Logan

Current Position	SFRS have developed a draft procedure to deal with spate conditions within OC, which hasn't been tested due to COVID-19. Current procedure is for each OC to overspill callers to a buddy OC within SFRS to manage the additional calls. Northern Ireland FRS provide second tier resilience should SFRS OCs require it.
Recommendation / Action	Policy team have produced a draft procedure which is untested due to the COVID19 pandemic. Table tops and large scale practical exercises (6 pumps, 2 Command Units) will be required to train personnel. Once it is safe to do so work will commence to test and exercise the draft procedure which will enhance the existing procedure. Existing arrangements provide resilience for spate conditions but draft procedure is still to be tested.
Status	Delayed
Due Date	March 2020 – Date to be Reviewed

Grenfell report phase 1 section 33.15	
Recommendation: 17. That electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units.	
Responsible Function: Operations Lead Officer: AC L Logan	
Current Position	There is the opportunity in the East & North to use the Browser for Operations System Status which is connected to the mobilising system to display FSG information in the Command Support Units. Further investigation is being carried out on the use of Office 365 and an electronic spreadsheet. Work is ongoing and this is linked to the new Command & Control Mobilising System to make this available across Scotland. Direct communication from OC to the bridgehead does not align with IC procedures and could inhibit appropriate flow of information to OIC and will not be pursued by SFRS.
Recommendation / Action	CCMS is due to come online in 2021 at which point the 3 OC's will have this function.
Status	Ongoing - Exercise
Due Date	June 2021

Grenfell report phase 1 section 33.15	
Recommendation: 18. That policies be developed for managing a transition from "stay put" to "get out".	
Responsible Function: Operations Lead Officer: AC Murdoch	
Current Position	SOP – High Rise buildings has been updated to include guidance on transitioning from stay put to evacuation. This was published on 15/6/20.
Recommendation / Action	SFRS SOP High Rise buildings has been updated and national guidance is being developed. Policy team have produced a draft procedure which is untested due to the COVID19 pandemic. Table tops and large scale practical exercises (6 pumps, 2 Command Units) will be required to train personnel. Once it is safe to do so work will commence to test and exercise the draft procedure which will enhance the existing procedure.
Status	Delayed – Awaiting Confirmation Exercise
Due Date	March 2020 - TBR

Grenfell report phase 1 section 33.15	
Recommendation: 19. That control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.	
Responsible Function: Operations Lead Officer: AC Logan	
Current Position	National guidance is being developed through NOG. The first Control National Operational Guidance Package has just gone out for consultation. This concentrates on FSG. Further packages are currently being developed. When this is finalised SFRS will implement it. Interim OC procedure in place (detailed within mobilising system) - reliant on decision from the fire ground. Draft High Rise Tactical Evacuation Strategy has been developed which details additional resources, co-ordination and recording to be deployed if simultaneous evacuation is instigated. This policy requires testing prior to publication. Awareness briefing 16/10/2017 provides some guidance on managing transition to full evacuation.
Recommendation / Action	SFRS to continue participating in shaping National Operational Guidance. and will fully adopt the guidance once it is published. Interim procedure will be tested through exercising.
Status	Delayed – Awaiting Confirmation Exercise
Due Date	March 2020 - TBR

Grenfell report phase 1 section 33.16	
The handling of emergency calls by other fire and rescue services was hampered by their lack of information about the nature of the incident and the way in which it had developed. Those who respond to emergency calls on behalf of the LFB need to have as much information as possible about the incident in order to be able to give appropriate advice. **I therefore recommend**	
Recommendation: 20. That steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room.	
Responsible Function: Operations Lead Officer: AC Logan	
Current Position	Three OCs operate on different mobilising legacy systems, however Incident Support Rooms would be established to coordinate information between 3 OCs. A live log process is being developed using Office 365 and will be tested during the planned exercise. In addition, the 3 OCs have access to the new National Talk Group20 which allows critical information to be broadcasted to all UK Fire Controls. This allows any Control who may be receiving overspill calls to have up to date information on the incident development.
Recommendation / Action	SFRS are introducing a bespoke Command and Control Management System which will allow the three OCs to seamlessly share information. Interim procedure in place within SFRS and addition of G20 talk group meets the recommended action. Recommend that GT 20 is closed.
Status	Ongoing- Exercise - Command & Control Futures Project
Due Date	June 2021

Grenfell report phase 1 section 33.17
On occasions, MetCC operators and LAS CROs handled calls from people in the tower seeking FSG advice. Sometimes they gave advice that was not consistent with the advice that the LFB was giving or should have been giving in accordance with its policies. **I therefore recommend**

Recommendation: 21. That the London Ambulance Service (LAS) and the Metropolitan Police Service (MPS) review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible.

Responsible Function: Operations
Lead Officer: AC L Logan

Current Position	SFRS currently have a weekly tri-service call, with Police and Ambulance controls, to maintain communications between the blue light services. Procedures exist between SAS, SFRS and PS to pass relevant calls. Has been discussed at SFRS, SAS and PS Control room managers meeting. There is a new ESICTR Talk Group which will replace the tri service calls for Major Incidents. This will allow PS and SAS to communicate FSG info to SFRS. These procedures are currently being discussed and tested. The tri Service call is being maintained for MTA.
Recommendation / Action	Current arrangements meet the spirit of the recommendation however, further work required to test the reliability of the system as part of the testing and exercising of the evacuation procedure. In addition, the incorporation of Multi Agency Incident Transfer (MAIT) is being investigated (CCF)
Status	Ongoing
Due Date	June 2021

Grenfell report phase 1 section 33.18

Recommendation: 23. That the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room).

Responsible Function: Ops / TF
Lead Officer: AC Murdoch / AC Leishman

Current Position	SFRS introduced the Breathing Apparatus Policy and Operational Guidance in 2016. This includes the introduction of the Search Co-ordinator and their responsibilities. SOP High Rise Buildings includes Evacuation Information Boards for recording details of searching and number of people evacuated. These measures are incorporated into current training provision and amendments to the SOP will be introduced into scenario-based exercises. This is in addition to input on the trainee firefighter foundation programme which includes the provision of updates post deployment and recording information on the Entry Control Board,
Recommendation / Action	Scenario based training development is ongoing, however, due to COVID this has been delayed and this will look to be progressed within 2021/22. Current SFRS arrangements meet this recommendation but this will remain ongoing until the amendments are fully incorporated into scenario based exercises.
Status	Ongoing
Due Date	June 2021

Grenfell report phase 1 section 33.19

LFB policies recognise that regular communication between the control room and the incident commander and between the incident commander and the bridgehead are essential to successful firefighting and rescue operations, particularly when dealing with large-scale incidents. However, at Grenfell Tower there was no regular communication between the control room and the incident commander or between the incident commander and the bridgehead. **I therefore recommend**

Recommendation: 24. That the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.

Responsible Function: Operations
Lead Officer: AC Murdoch / AC Logan

Current Position	Every SFRS Flexi-Duty Officer has a San-C radio that allows direct communications with OC. Direct communication is available between fire ground on OC via main scheme radio on command pump. Fire ground Radio are provided to all officers and are available to all BA team leaders. Ongoing development / enhancement of radio provision forms a strand of the Ops Function operational strategy. SFRS have developed a High-Rise Evacuation strategy which will support the high-rise SOP but this hasn't been tested due to COVID19.
Recommendation / Action	Policy team have produced a draft procedure which is untested due to the COVID19 pandemic. Table tops and large scale practical exercises (6 pumps, 2 Command Units) will be required to train personnel. Once it is safe to do so work will commence to test and exercise the draft procedure which will enhance the existing procedure.
Status	Delayed – Awaiting Confirmation Exercise
Due Date	March 2020 - TBR

Grenfell report phase 1 section 33.20

The methods used for transmitting from the control room to the bridgehead information about people needing rescue were disorganised and the line of communication was too extended. The arrangements for receiving and recording that information at the bridgehead were prone to failure and there was little, if any, means of capturing and transmitting to the control room information about the results of deployments to specific flats. **I therefore recommend**

Recommendation: 25. That the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.

Responsible Function: Operations
Lead Officer: AC Murdoch / AC L Logan

Current Position	The draft High-Rise Evacuation strategy has been developed to provide additional FSG information to incident ground and currently remains untested due to the pandemic. Direct communication from OC to the bridgehead doesn't align with Incident Command procedures and could inhibit appropriate flow of information to OIC and will not be pursued by SFRS.

Grenfell Tower Inquiry – Phase 1 Recommendations – SFRS Position – 25/02/2021

Recommendation / Action	SFRS is participating in the NOG working group and will incorporate the national guidance once it is finalised. Policy team have produced a draft procedure which is untested due to the COVID19 pandemic. Table tops and large scale practical exercises (6 pumps, 2 Command Units) will be required to train personnel. Once it is safe to do so work will commence to test and exercise the draft procedure which will enhance the existing procedure.	
Status	Delayed – Awaiting Confirmation Exercise	
Due Date	March 2020 - TBR	

Grenfell report phase 1 section 33.		
Recommendation: 27. That urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.		
Responsible Function: TF / Ops Lead Officer: AC Leishman		
Current Position	Command Support Unit training package and Guidance Document have been developed for all SFRS Command Support Units and has been rolled out to stations that have been allocated a CSU. Maintenance process for CSU's is embedded within SFRS fleet reporting processes.	
Recommendation / Action	Guidance Document is developed. Incident Command Team being trained in the delivery of this. This training was scheduled to be completed in Q4 2020. This training to all CSU station personnel is on-going, however due to the current pandemic restrictions different options of delivery are currently being assessed and will be implemented accordingly.	
Status	Training Delayed – Action Ongoing	
Due Date	June 2021 TBR	

Grenfell report phase 1 section 33.22 There were no plans in place for evacuating Grenfell Tower should the need arise. **I therefore recommend:**		
Recommendation: 29. That fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them.		
Responsible Function: Operations Lead Officer: AC Murdoch		
Current Position	SOP High Rise buildings has been updated and published. This includes arrangements for partial and total evacuation of high rise buildings. As NOG produces guidance and operational learning becomes available SFRS will update the procedure.	
Recommendation / Action	The arrangements SFRS have in place are consistent with NOG and meet this recommendation. Policy team have produced a high-rise evacuation strategy which supports the high-rise SOP but is untested due to the COVID19 pandemic. Table tops and large scale practical exercises (6 pumps, 2 Command Units) will be required to train personnel. Once it is safe to do so work will commence to test and exercise the draft procedure which will enhance the existing procedure.	
Status	Delayed – Awaiting Confirmation Exercise	
Due Date	March 2020 - TBR	

Grenfell Tower Inquiry – Phase 1 Recommendations – SFRS Position – 25/02/2021

Grenfell report phase 1 section 33.22	
Recommendation: 34. That all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.	
Responsible Function: Operations Lead Officer: AC Murdoch	
Current Position	SFRS have procured smoke hoods and an evaluation is ongoing within Training establishments. Documentation is currently being reviewed – PUWER, GRA. The trial will commence in quarter 3 in selected LSO areas in each SDA.
Recommendation / Action	Complete the evaluation of the smoke hoods and what circumstances they are suitable for use. The trial will last 6 months. In addition, SFRS have procured 3 smoke curtains and there is a 6 month trial led by South Lanarkshire LSO.
Status	Ongoing
Due Date	June 2021

Grenfell report phase 1 section 33.31	
Recommendation: 41. That on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services.	
Responsible Function: Operations Lead Officer: AC L Logan	
Current Position	Weekly Tri service call between blue light services established. SFRS procedure has a supervisory officer lead the SFRS side of the call. These is a new ESICTR Talk Group which will replace the tri service calls for Major Incidents. These procedures are currently being discussed and tested. The tri Service call is being maintained for MTA
Recommendation / Action	Current SFRS procedure meets Major Incident requirements as detailed in the recommendation. Recommend that GT41 is closed.
Status	Complete
Due Date	June 2021

Grenfell report phase 1 section 33.32
The MPS and the LAS have access to each other's CAD logs but neither was accessible to the LFB. Co-operation between the emergency services would be improved if the LFB had access to the CAD logs of the MPS and LAS. **I therefore recommend**

Recommendation: 44. That steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services' systems to read each other's messages.	
Responsible Function: Operations Lead Officer: AC L Logan	
Current Position	AC Logan is investigating with police and ambulance colleagues if this is currently possible. Next meeting scheduled for 25th August 2020. In addition, the new SFRS mobilising system will incorporate Multi Agency Incident Transfer (MAIT). This remains the case despite the CCMS revised scope.
Recommendation / Action	Monitor once CCMS comes online.
Status	Ongoing
Due Date	June 2021

Grenfell report phase 1 section 33.33
Although an NPAS helicopter was deployed to observe the development of the fire, the pictures it transmitted could not be viewed by the LFB because the encryption was incompatible with its receiving equipment. Incident commanders and CROs responding to emergency calls might have been assisted by seeing those pictures and in any event they should be available to fire and rescue services as a matter of routine. **I therefore recommend**

Recommendation: 45. That steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.	
Responsible Function: Operations Lead Officer: AC Logan	
Current Position	SFRS currently do not have the ability to do this. AC Logan is in communication with Police Scotland to determine if this is possible between OCs.
Recommendation / Action	Work is ongoing to determine the feasibility of achieving this. 999eye is being examined as an option.
Status	Ongoing
Due Date	June 2021

Scottish Fire and Rescue Service
service Delivery Directorate Risk Register
February 2021

Report No: C/SDC/07-21
Agenda Item 10.1

	Very High
	High
	Medium
	Low

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objectives (1.3, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
SD1	01/06/2020	There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems. As a result, we would be failing to meet our statutory duty and also potentially bring reputational damage to the Service. (Aug 2020 Risk has been raised due to recent increase in severity and number of telephony failures.)	2	2.4	4	5	20	Business Continuity Plans and Airwave disaster recovery plans have been developed/reviewed for all three OCs. - Workshops held to further standardise and develop generic mobilising standards between the 3OCs. Robust process in place for staff training and exercising of fallback and fallover procedures. - Project /BAU interdependences have been established and regular updates and communication is in place to ensure synergy. - Head of Function for R&R is a member of the Command & Control Futures (CCF) Contingency Group. This group is involved in the planning for the new mobilising system. Links with Risk SD3 and interdependencies with Availability Systems.	Service Delivery Committee	Asset Management Liaison Board	3	5	15	20	- Operations Control Business Continuity Plan - testing to be completed for business continuity arrangements (Q4) ICT to carry out analysis of the capability and reliability of existing systems and to prepare worst case planning assumptions and recovery actions for each .(Q4) (30%)	Head of R&R	2,7
SD3	01/06/2020	There is a risk of SFRS operational availability systems reaching end of life and failing and the existing supplier ceasing to support or maintain legacy systems . This would impact SFRS ability to effectively mobilise. It would also cause reliability issues and license issues in some LSO areas of SFRS.	2	2.4	3	5	15	RDS availability systems -Rappel and Gartan Wholetime and OC availability system - Kronos - Early engagement with current suppliers to extend contracts - Suppler engagement to identify potential solutions - VEAT carried out to extend Rappel Contract. Links with Risk SD1 and interdepencies with Mobilising Systems	Service Delivery Committee	Asset Management Liaison Board	3	5	15	20	- Operations Control Business Continuity Plan - testing to be completed for business continuity arrangements (Q4) ICT to carry out analysis of the capability and reliability of existing systems and to prepare worst case planning assumptions and recovery actions for each.(Q4) Project Manager Appointed to lead on People and Systems project	Head of R&R	2,7
SD10	01/06/2020	There is a risk the the SFRS is unable to effectively enforce fire safety legislation in compliance with part 3 of the Fire (Scotland) Act 2005 in relevant premises. This could be because of the lack of sufficient, suitably trained SFRS fire safety enforcement staff locally and nationally. This could result in; Increased risk to communities, Increase risk to firefighter safety, legal challenges and negative media coverage and reputational damage.	1	1.2	4	3	12	- P&P managers provide a quarterly update on staffing pressures and succession planning projections. - The function is encouraging succession planning within LSO areas including providing training to identified individuals - The functions senior managers conduct annual area visits across the LSO areas and conduct regular CPD events for all P&P area staff. - A programme of P&P Managers meetings are undertaken on three levels on a quarterly cycle. * Service Delivery Area P&P Manager * Function National P&P Manager * Service Delivery Area P&P leads. - The function has identified increasing pressure around FSEO competency, training, recruitment and retention and to mitigate this we have; - Continued to feed into NFCC competency process - Contributed to the off station structure review and restructure within existing function resources - Procurement of FSE modules within regular timescales and	Service Delivery Committee	Senior Management Board	3	4	12	20	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements. Quarter 4 2021. *Explore opportunities within the Service Delivery Directorate to develop capacity to enable a structural review of the delivery of enforcement. * Conclude Business case process *Develop a Technical Skills paper covering FSE to capture the current challenges and propose potential solutions	Head of P&P	2,5
SD6	01/06/2020	There is a risk that Service Delivery is unable to maintain an effective level of capacity and resource within the Directorate because of challenges relating to the recruitment, promotion and retention of staff. This could result in Service Delivery not meeting its statutory duties under - The Fire (Scotland) Act 2005, - The Fire and Rescue Framework for Scotland 2016, - The Fire (Additional Function) (Scotland) Order 2005, - Regulation 11 of the Building (Procedure) (Scotland) Act 2004	3	3.1	3	4	12	The Director of Service Delivery overseas the Operational Availability Group meeting, which meets on a monthly basis to monitor and scrutinise all aspects of operational staff management across all duty systems including - maintaining skills across all Service Delivery Areas - forecasting retirement, recruitment and staff transfers, - promotion process oversight, - provide assurance on all matters relating to appliance staffing and other operational staffing issues. As a direct result of the outbreak of Coronavirus pandemic, the Service created a personal dashboard as a repository for details of non-station based uniformed staff, RDS and retired colleagues that could be brought back into Service on short term contracts to ensure Service Delivery during the pandemic. Any impact from EU Exit with regards to maintaining an effective level of capacity and resource within Service Delivery are being monitored and managed through the governance arrangements currently in place for EU Exit. (COTAG and EU Exit Planning Group)	Service Delivery Committee	Senior Management Board	3	4	12	16	Impact assessment on the Target Operating Model due to the Coronavirus pandemic and subsequent impact upon recruitment into Wholetime, Retained and Volunteer Duty System. The Service Delivery Directorate is conducting a structural review to ensure resources are allocated appropriately. The Prevention & Protection Function is reallocating resources to provide the appropriate managerial capacity to meet the Service's statutory obligations. (25%) As the Service continues to adjust to the impact of the pandemic, a focus is now being placed upon promotion, recruitment of RVDS and Wholetime Duty System staff, within an inter-Service transfer process being progressed prior to the launch of WDS recruitment campaign.	Service Delivery Heads of Function	6
SD8	01/06/2020	There is a risk that the SFRS is unable to focus on the impact of unintentional Harm within our communities. This would be due to inadequate internal resources, capacity or information sharing protocols The result that the recording and storage of data would be impacted where internal systems in use do not comply with agreed information governance protocols. This will effectively remove SFRS from this type of activity and impact the ability to target interventions at people and places of greatest risk	1	1.1	4	4	16	• The SFRS is currently working with partners to agree national information sharing protocols. • We are also leading on the Building Safer Communities Phase 2 work - Unintentional Harm and supporting numerous Health and Social Care pilots across Scotland. With Safe and Well now a major Service Transformation Project it is agreed that the aforementioned work packages will form part of the Safe and Well Project bringing things under a single umbrella for taking forward. This will ensure that all of the interdependencies are considered and factored into the combined work moving forward. (GM McCusker and Cathy Barlow to review control measures and update as required to indicate the current position. *SFRS are represented on the SMART Communities Group -Community Risk Index being developed through Service Delivery Model Programme which should provide risk profiling data. *Business case submitted (October 2019) to provide additional P&P	Service Delivery Committee	Senior Management Board	3	4	12	16	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements. Quarter 4 2021 25% Incorporate Community Risk Index into CSE planning (Dependent on Service Delivery Model Programme timescale) 0%	Head of P&P	1

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SD 11	30/10/2020	There is a risk of a failure to appropriately service 'Reserved' matters that are not devolved to Scottish Government. In particular, delay in delivering a SFRS MTA Strategy could increase the risk to all operational personnel and our communities, which could lead to negative public scrutiny, judicial review and/or damage to reputation. There is a particular focus on the risk of MTA incidents at present, given recent local and international developments.	2	4	4	4	16	OCCTU - MTA cold zone working arrangements are in place and work is ongoing in the development of a policy for warm zone working. Warm Zone COP now complete and released March 2019. SOP signed off awaiting authorisation for formal publication. OCCTU - Warm Zone response stations have been identified across SFRS Service Delivery Areas, initial joint training has commenced with the Police Scotlands armed officers and Scottish Ambulance Service for the warm zone response to treat injured persons within this area. OCCTU - Final inspections of Specialist Operations Response Units (SORU) which is the station based vehicles,have taken place . 4 vehicles are now in place for interim response by NILO Officers. RCA - Representation at all levels of National Resilience and CONTEST meetings. An evaluation of the ROSE Project is being undetaken, co-ordinated by R&R and reported through STPB.	Service Delivery Committee	N/A	3	4	12	16	AOP - Develop Operations Strategy, This work will look at all aspects of Operational Response including specialist response resources and personnel. The location and type of equipment currently in use and future developments and innovation to aid FF safety. Formal implementation of MTA Strategy Review MTA Strategy	Head of R&R	2
SD7	01/06/2020	There is a risk that the SFRS is unable, through partnership working and policy development, to reduce the volume of unwanted fire alarm signals. This would be due to agreed processes and initiatives not being executed or introduced nationally/locally The result would be increased or excessive -operational demand on the SFRS, an increase of blue light journeys and consequential risk.	1	1.4	5	3	15	A senior manager has been appointed to review all current arrangements regarding UFAS. This appointment aims to ensure the National policy for reducing UFAS demand is being implemented consistently nationwide. This will ensure that our monitoring processes are fully integrated to deliver better implementation results and, through the process of continuous improvement, further response options for reducing the impact of UFAS are being identified, evaluated and implemented by the Service. *Two priorities for reducing UFAS demand have been identified. These are: -Mainstreaming UFAS reduction and good practice across the LSO areas e.g TAKE 5 and BE AWARE -Consolidating existing policies and procedures A working group has been established to steer progress against these two priorities and monitor impact UFAS champions have been appointed by each LSO to implement UFAS policy locally. As a result of COVID-19, a revised AFA response strategy has been implemented with options for further revisions developed.	Service Delivery Committee	Senior Management Board	3	3	9	15	Evaluate the effectiveness and impact of existing UFAS Policy and supporting arrangements Q2 2020 100% Identify and develop viable options for making UFAS Policy changes and conduct an options appraisal. Q3 2020 100% Develop an Implementation plan, based on outcome of options appraisal and decisions made by the SLT/Board. Q4 2020/21 - Extended to Q3 2021/22 to allow full consultation and engagement to be undertaken Evaluate impact of revised AFA (COVID) response strategy 50% Monitor EU Exit for any adverse affect on UFAS response review and on UFAS reporters.	Head of P&P	5
FCS3	May 20	There is a risk that the Services ability to acquire and deploy assets fails to meet service requires due to insufficient prioritised asset investment and a lack of project management capacity. This will lead to delays in the acquisition of assets and an impact upon front line service provision.	4	4.3	4	3	12	Capital Investment 2013 - 2020 Professionally qualified procurement team Pre-contract checks; contract management arrangements, Stores and logistics function	Service Delivery Committee	Asset Management Liaison Board	2	4	8	12	Reviewing and renewal of Hard FM contract through Project Board (Q3 - 2021/22) 50% Implementation and collation stage of new laundry contract for PPE (Q4) 95% 'Develop specifc project management roles within the Capital Programme (Ongoing - project specific) - 80%	Head of Asset Management/Head of Finance & Procurement	6
FSC4	May 20	There is a risk that frontline assets in operational use will not be suitably maintained due to damage, loss or ineffective asset investment. Any impact in this area will lead to reduce service availability and a reduction in the health, safety and wellbeing of staff.	4	4.3	4	3	12	ICT Operations team; Fleet and Equipment Workshops; Facilities Management contractual arrangements SG Cyber Essentials accreditation; Annual Cyber Security Assurance report; Cyber Incident Response Plan; Cyber Assurance Board (DSG); ICT Change Advisory Board; MFA; annual cyber security training	Service Delivery Committee	Asset Management Liaison Board	3	3	9	12	Monitoring accident damage (Ongoing) Wear and tear of Assets monitored and rpeorted to target investment (Ongoing) 'Reporting of information to Security Group and further direction required (Q4 - 2021/22) Undertaking sample security audits of high priority / corporate buildings (Ongoing)	Head of Asset Management	6

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SDD003	May 2020	There is a risk that planned Directorate activities and objectives may be impacted during our response to Covid-19 and the recovery phase. Consequences could include the inability to achieve potential efficiency savings and continue the modernisation of our response to changing Community. Consequences may also include missed opportunities to identify lessons learned that could inform continual improvement and development.	3	3.2	3	5	15	Individual Functions continue to deliver core activities at the moment through previously scheduled work that is subject to robust governance arrangement. An Interim Directorate Management Team has been established.	Service Delivery Committee	Senior Management Board	3	3	9	12	1. Identify, agree and establish longer term Directorate structure including Directorate Management Team.Q4 2020-21 (20%) 2. Produce Directorate Framework and Strategy Document. Q4 2020-21 (5%) 3. Produce Directorate AOP. Q4 2020-21 (5%) 4. Confirm resource requirements through business case process.Q3 2020-21 (100%)	HoF Service Development	8
SD2	01/06/2020	There is a risk of failing to plan the response for planned or unplanned concurrent events, due to inadequate funding or lack of resources. This would result in having inadequate resilience in place and impact our ability to deliver an efficient and effective service. Examples of these types of events are COP26, EU Exit, Covid-19, severe weather, loss of utilities, fuel disruption, industrial action, death of the monarch and pandemic flu (Sep 2020 probability reduced due to mitigation measures in place)	2	2.3	4	4	16	Central Government funding to assist preparations and mitigation. - Established EU Coordination Group and associated preparatory action plans - Workforce mapping and planning, procurement procedures considerations, ongoing contract management and supplier resilience mapping, - Partnership working with the Scottish Government's EU Justice Board, Society of Local Authority Lawyers and Administrators, and other stakeholders and partners.	Service Delivery Committee	Senior Management Board	1	4	4	10	Manage output from EU Co-ordination Group (ongoing) Develop concurrency arrangements with Strategic Coordination Centre R&R are currently undertaking an internal, structural review which will influence and inform changes to practices to assist with the planning of national events. 85% Complete	Head of R&R	2
SD4	01/06/2020	There is a risk of failing to maintain a standard suite of Policies because of the volume of Policies and the consultation timeframe. This would result in having an inconsistent approach to service response and could lead to possible operational failures resulting in a death or serious injury to staff or members of our local communities.	2	2.2	3	3	9	A suite of standardised documents is currently being created and embedded within SFRS. - Structured working relationships are in place with colleagues in Asset Management and an R&R Asset Liaison role has been created within the Directorate. - The R&R Service Delivery Liaison Group and Regional Implementation Group meet to ensure that policy and procedure is applied consistently across the Service. 'PPIC - Planned and prioritised system for the standardisation and/or creation of Generic Risk Assessments, Standard Operating Procedures, Control Operating Procedures, Technical and Generic Information Notes is in place. This system is constantly under review with documents identified for scheduled review. PPIC - The new OI policy has been published and embedded. Guidance on implementation is included within training resources and available on the SFRS Intranet.	Service Delivery Committee	Senior Management Board	2	3	6	9	AOP - Develop Ops Response Framework 21/31 AOP - Develop Risk and Resilience Framework 21/31 AOP - Develop Operational Response and Resilience strategy governance process AOP - Review and update the PDAs, SOPs and associated policies for a wildfire response. R&R currently undertaking an internal, structural review which will influence future practices.(Q3)	Head of R&R	2
FCS8	May 20	There is a risk that the Service will be unable to achieve environmental and carbon reduction commitments due to limited investment or anticipated saving targets not being achieved through current projects. This can lead to lost saving opportunities, potential fines if required targets are not met and possibly negative media coverage.	4	4.1	3	3	9	Climate Change Response Plan 2045; ECMB;	Service Delivery Committee	Environment & Carbon Management Board	2	3	6	9	Commence decommissioning of identified fuel sites (Q4) Develop and gain approval for Carbon Management Plan (Q4) Develop and Publish Fleet strategy dealing with Carbon Reduction and addressing SG Climate Change Agenda (Q4) 75% Working with key partners - Transport Scotland - Scottish government - utilise additional and identified grant funding (Ongoing)	Head of Asset Management/Head of Finance & Procurement	8
SD5	01/06/2020	There is a risk of failing to meet our statutory requirements regarding water planning activities due to relationship with Scottish Water and financial constraints. This will impact on the maintenance and repair of hydrants and ability to resolve incidents successfully.	2	2.3	2	4	8	- Adopted SFRS hydrants are repaired within agreed timescales and to current technical standard and unplanned interruption of water supply is repaired within the specified required time - Scottish Water deployment of technical support at major incidents to consider augmentation of water pressure to hydrants that are used for firefighting activities. Dissemination of information from Scottish Water in relation to planned interruptions to supply. - Recording and reporting relating to inspection and maintenance of hydrants. Hydrant allocation and access for new building developments and existing conversion of premises - Provision of Operational Information System capable of displaying fixed and alternative water supplies. - Ongoing inspection regime is fully embedded into station work activities which is further supported by the inspection and repair process that are undertaken by the Hydrant Operatives. Internal governance is in hand to monitor and track all repair work with SW.	Service Delivery Committee	Senior Management Board	2	4	8	8	- Ongoing dialogue between R&R managers, SFRS Legal manager and Scottish Water to discuss charging issues and finalise service level agreement (SLA). - Engagement sessions continue with Service Delivery Areas (SDAs) to progress ICT business case for hydrant system development.(ongoing) - Draft internal audit report and action plan nearing completion. (Q4) 80%	Head of R&R	2
SPPC1	May 20	A failure to provide provide Service Performance Management Information resulting in innaccurate data and loss of confidence in service performance.	4	4.4	2	4	8	Regular performance reporting throughout the year InPhase Performance Management System SFRS Performance Management Framework and annual review of performance management framework Detailed and summary Quarterly Performance Reporting Development of new performance and business intellignece products across the service	Service Delivery Committee	Corporate Assurance Board	2	4	8	8	SO4:13 Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements. (Mar 21) SO4:11 Implement the recommendations of the Business Intelligence review. (Mar 21) SO4:8 Review and strengthen arrangements to capture, coordinate and report on national themes arising from audit and inspection. (Mar 21)	Head of Corporate Governance	8

Service Delivery Committee – 11 March 2021
Risk Spotlight Briefing Note

SD10 - There is a risk the SFRS is unable to effectively enforce fire safety legislation in compliance with part 3 of the Fire (Scotland) Act 2005 in relevant premises. This could be because of the lack of sufficient, suitably trained SFRS fire safety enforcement staff locally and nationally. This could result in; Increased risk to communities, Increase risk to firefighter safety, legal challenges and negative media coverage and reputational damage.

Submitted by: - Stuart Stevens, Assistant Chief Officer, Service Delivery Directorate -

Background: What would cause the risk to materialise / what is the effect likely to be?

SFRS has statutory duties in relation to FSE which are detailed in the following legislation:
- The Fire (Scotland) Act 2005
- Regulation 11 of the Building (Procedure) (Scotland) Act 2004.

The expectation placed upon SFRS in relation to FSE is further articulated in the Fire and Rescue Framework for Scotland 2016

Effective FSE is a key component in maintaining the safety of communities and contributes to sustainable economic growth and recent incidents at Grenfell and Cameron House have placed an increased focus on FSE. This has highlighted the potential community risk and reputational damage associated with a failure to meet our statutory duties. SFRS set internal performance targets which are based on known property categories and risk.

The inability for SFRS to effectively enforce fire safety legislation will materialise from insufficient numbers of fire safety enforcement officers and auditing officers with the necessary skills, experience, qualifications and competence to undertake specialised FSE work. The timescale for attainment of skills and competence can range from 12 -18 months. Reductions in officers would result from:
- Difficulty in procuring appropriate training modules for FSE officers aligned to upcoming competency framework and protection development pathway;
- An inability to retain staff in role/function due to promotion/transfer and a failure to recognise specialised FSE skills during appointment processes;
- Day Duty FSE role becoming less attractive due to non-recognition of enhanced skills, additional training allowances and 5GDS working pattern;
- Ongoing CPD requirements to maintain skills and competence;
- Critical crewing levels restricting movement of personnel or requiring FSE teams to support Ops.

There has been a significant impact on FSE auditing from COVID-19 restrictions and additional workstreams arising from major events such as COP26. Post fire investigations, such as Cameron House, with potential to report to the Procurator Fiscal, will further impact on our resources and our ability to deliver effective FSE. The combination of factors detailed above also impact on the availability of suitably trained FDO's for both the management of FSE teams and the provision of out of hours FSE response.

Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).

- P&P continue to work on an SFRS Competency Framework and Development Pathway that intends to produce a means for development and progression whilst maintaining specialist skills relating to their post both operationally and within the function.
- Discussions are ongoing with TAS and external partners (NFCC, NIFRS, CS Todd & Assc) to consider future training provision and current systems in place to retain skills.
- Succession planning is a key theme during engagement with LSOs, P&P Managers and HR to consider skills requirements when placing people into post or considering for promotion/transfer.
- Peripatetic deployments of trained FSE staff across LSO areas in order manage local risk is an established process.
- A review of FSE structures and processes is planned which will consider the post Grenfell environment, the competency framework and further development of the blended approach within SFRS.
- A COVID-19 recovery plan is being developed and a business case is being prepared to strengthen FSE through additional non-uniformed Auditing Officers.

External or other factors which might impact on the current risk assessment.

- The ongoing consequences of the Coronavirus Pandemic may adversely impact on the Service's ability to staff FSE resources and deliver its statutory duties.
- Potential changes to firefighter pension schemes could result in a change to leaver profiles which is likely to disproportionately affect the FSEO cadre due to the age profile of this group.
- Accreditation requirements for training providers following review of core competencies to meet NOS qualifications post Grenfell Tower Inquiry outcomes
- Availability of training providers to provide specific training relating to Scottish Legislation.

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
26 MAY 2021	• Chair's Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes • Action Log • Service Delivery Update • Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates & Closing Reports; UFAS • Operational Learning - Clinical Governance - 6 monthly Update from OA Board • Spotlight Risks: - TBC • Reports for Consideration: • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting	• Strategic Review of Response & Resilience - Private (D Farries)	• Grenfell Fire Update	•	•

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
1 SEPTEMBER 2021	• Chair's Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes • Action Log • Service Delivery Update • Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates & Closing Reports; UFAS • Operational Learning - Clinical Governance • Spotlight Risks: - TBC • Reports for Consideration: • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting	•	• Grenfell Fire Update	•	•

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
24 NOVEMBER 2021	• Chair's Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes • Action Log • Service Delivery Update • Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates & Closing Reports; UFAS • Operational Learning - 6 monthly Update from OA Board - Clinical Governance • Spotlight Risks: - TBC • Reports for Consideration: • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting	•	• Grenfell Fire Update	•	•

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
23 FEBRUARY 2022	• Chair's Welcome • Apologies For Absence • Consideration Of And Decision On Any Items To Be Taken In Private • Declaration of Interests • Minutes • Action Log • Service Delivery Update • Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates & Closing Reports; UFAS • Operational Learning - - Clinical Governance • Spotlight Risks: - TBC • Reports for Consideration: • Review of Actions • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Date of Next Meeting	•	•	•	•