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**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**THURSDAY 26 MAY 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: 11 MARCH 2021 (attached)** *N Barr*  
*The Committee is asked to approve the minutes of this meeting.*
- 6 ACTION LOG (attached)** *A Cameron*  
*The Committee is asked to note the updated Action Log and approve the closed actions.*
- 7 SERVICE DELIVERY UPDATE (attached)** *R Haggart*  
*The Committee is asked to scrutinise this report.*
- 8 SERVICE DELIVERY PERFORMANCE REPORTING**
  - 8.1 Quarterly Performance Report for Q4 2020-21 (attached) *S Stevens*
  - 8.2 Audit/Inspection Action Plans and Closing Reports Update (to follow) *R Whetton*
  - 8.3 UFAS Review Project Update (attached) *S Stevens*

*The Committee is asked to scrutinise these reports.*

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.

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**9 OPERATIONAL LEARNING**

- 9.1 Clinical Governance update (*verbal*) J Dickie  
 9.2 Grenfell Tower Fire Update (*attached*) S Stevens

*The Committee is asked to scrutinise these reports*

**10 SERVICE DELIVERY RISK REGISTER**

- 10.1 Service Delivery Risk Register (*attached*) S Stevens  
 10.2 InPhase Risk Register Monitoring and Reporting (*Live Demo*) C Fitzpatrick  
 10.3 Risk Spotlight – SD10 Fire Safety Enforcement – Impact of COVID and change of delivery model (*attached*) S Stevens

*The Committee is asked to scrutinise these reports*

**11 COMMITTEE VALUE ADDED STATEMENT 2020/21 (*attached*)**

N Barr

*The Committee is asked to scrutinise the attached report.*

**12 RESPONSE & RESILIENCE REVIEW AND INTERNAL RESTRUCTURE (*attached*)**

D Farries

*This report is for information only.*

**13 FORWARD PLANNING**

- 13.1 Committee Forward Plan (*attached*) N Barr  
 13.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings (*verbal*) N Barr

**14 REVIEW OF ACTIONS**

A Cameron

**15 DATE OF NEXT MEETING**

Thursday 1 September 2021 at 1000 hrs

**PRIVATE SESSION****16 MINUTES OF PREVIOUS PRIVATE MEETING: 11 MARCH 2021 (*attached*)**

N Barr

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

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**SCOTTISH**  
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## PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 11 MARCH 2021 @ 1000 HRS

### BY CONFERENCE FACILITIES

#### PRESENT:

Nick Barr (Chair) (NB)  
Malcolm Payton (MP)  
Tim Wright (TW)

Lesley Bloomer (LBI)  
Fiona Thorburn (FT)

#### IN ATTENDANCE:

Ross Haggart (RH)  
John Dickie (JD)  
Stuart Stevens (SS)  
Chris Fitzpatrick (CF)  
Roy Dunsire (RD)  
Richie Hall (RH<sub>a</sub>)  
Kirsty Darwent (KD)  
Richard Whetton (RW)  
Alasdair Cameron (AC)  
Debbie Haddow (DH)

Deputy Chief Officer  
Assistant Chief Officer, Director of Training, Safety and Assurance  
Assistant Chief Officer, Director of Service Delivery  
Performance and Data Services Manager  
Group Commander, Prevention and Protection (Item 8.3 only)  
Area Commander, Continuous Improvement (Item 9.1 only)  
Chair of SFRS Board  
Head of Governance, Strategy and Performance  
Group Commander, Board Support Manager  
Board Support Team/Minutes

#### OBSERVERS

#### 1 WELCOME

1.1 The Chair opened the meeting and welcomed those present.

#### 2 APOLOGIES

2.1 None

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

3.1 The Committee discussed and agreed that Item 15 (Service Delivery Update – Command and Control Futures)) would be heard in private session due to the confidential commercial/financial information in line with Standing Orders (Item 9E).

3.2 The Committee agreed that any specific discussions relating to Cameron House (Item 7 Service Delivery Update), would be heard in private session due to the confidential nature of the issue in line with Standing Orders (Item 9G).

#### 4 DECLARATION OF INTERESTS

4.1 None

**DRAFT - OFFICIAL****5 MINUTES OF PREVIOUS MEETING: 10 DECEMBER 2020**

5.1 The following amendments were noted and agreed:

Item 7.2 – Service Delivery Update – JD requested that the text “*This would be applied in a strategic manner to manage availability and provide a framework for managers/control to adhere to.*” to be amended to “*This would be applied in a strategic manner to manage availability and provide a framework for managers/Operations Control to adhere to*”.

Item 8.3.1 – Unwanted Fire Alarm Signals (UFAS) Review Project – Ali Perry’s role to be amended to Head of Service.

5.2 **Subject to the above amendments, the minutes of the meeting held on 10 December 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 for the period 27 November 2020 – 21 February 2021, albeit some actions may proceed and extend beyond these dates.

7.2 In relation to the *Make the Call* and *COVID Lockdown* campaigns, SS informed the Committee that full evaluations would be undertaken in due course. He noted that both campaigns were still ongoing and interim reports were very positive.

7.3 In regard to potential risk associated with EU exit, SS noted that there had been no short-term impact, therefore the Service are downgrading the D20 arrangements and stockpiling of goods would now cease. Any future longer-term impact, ie legislation, would be addressed as and when appropriate. JD informed the Committee of a delay with the export of hardware for the Command and Control Futures (CCF) project, which had just come to light, noting that the situation was being managed and there would be no significant impact on timelines.

7.4 In regard to improving Retained Volunteer Duty System (RVDS) recruitment, SS confirmed that Local Senior Officers continue to engage with local employers to encourage and highlight the benefits to the community by releasing their staff to undertake RVDS duties. He commented on the current primary employer’s recognition scheme and noted that further work was required to strengthen and raise the profile of the RVDS to support future recruitment.

7.5 The Committee sought clarification on the governance of the Operational Document Review project and whether this linked into the People, Training, Finance and Assets Project (PTFA). SS confirmed that there was no link to the PTFA project and there was no requirement for Committee overview. He stated that this was an internal review to streamline documentation and simplify processes, with the aim to move operational guidance online.

7.6 The Committee were reminded that an Operational Assurance Workshop was scheduled on 13 April 2021, which would provide an opportunity to see the new electronic Operational Assurance Recording and Reporting System (OARRS).

7.7 JD noted that Frontline Updates had been circulated previously to the Committee and were issued on a regular basis or as required due to operational needs/firefighter safety issues. He assured the Committee that the updates were monitored and released in co-ordination with Service Delivery.



## 7.8 The Committee scrutinised the report.

### 8 SERVICE DELIVERY PERFORMANCE REPORTING

#### 8.1 Quarterly Performance Report for Q3 2020-21

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 3, highlighted the following key areas:

- Update on report structure which now included a combination of elements from the old and new processes.
- Errors were highlighted in the Cumulative Total infographics (page 3) but did not significantly impact on service performance. The fault has now been addressed.
- Overall reduction in Incidents, 5% and 9% less than previous 3<sup>rd</sup> quarter and year-to-date total, respectively
- Reductions in Road Traffic Collisions (35%), Unwanted Fire Alarm Signal (UFAS) (22%) and Non-Domestic Fire (14%), based on year to date comparisons.
- Accidental Dwelling Fires reduced for the 3<sup>rd</sup> consecutive quarter based on previous year.
- Significant reduction in Accidental Dwelling Fire Casualties based on previous years comparison.
- Increase in Fire Fatalities in comparison to previous years.
- Reduced UFAS incidents within hospitals has mirrored the reduced attendance at Accident and Emergency departments.
- Reduction in Home Fire Safety Visits, due to the covid restrictions, but were starting to increase. Significant increase in high risk visits.
- Fire Safety Audits continuing to increase.
- Reduction in Wholetime availability in comparison to previous quarter but increased from previous 3<sup>rd</sup> quarter. 4 x 4 crewing model has played a key role in improving overall availability.
- Identifying and understanding the reasons for increased response and call handling times continues to be a priority for the Data Management Team. This includes the attendance at non-addressable incidents, occurrence of emerging threats such as of climate change ie wildfires, flooding, etc.

8.1.2 In regard to UFAS incidents within hospitals, SS commented on the positive work undertaken to raise awareness within the NHS over the last year, and along with their need to maintain business continuity, has proven beneficial.

8.1.3 In regard to fire fatalities, SS noted that a detailed fatal fire analysis would be undertaken at the end of the financial year and any commonalities would be identified.

8.1.4 In regard to response and call handling times, CF stated that work continued with operational colleagues, however there was no definitive reasons at this time. Following the launch of the new command and control mobilising system, CF indicated that access to the primary data source would allow for greater analysis and interrogation.

8.1.5 In regard to 4x4 crewing model, SS stated that a full evaluation was currently being undertaken and noted that through the operational assurance process, no concerns were raised regarding mobilising with 4.

8.1.6 The Committee asked if consideration was being given to extracting covid 19 data from cumulative totals, to avoid skewing future analysis, due to the current unprecedented circumstances. CF stated that this was being considered and he was engaging with other UK fire and rescue services to ensure that this was a managed and aligned process.

8.1.7 **The Committee scrutinised the report.**

## 8.2 Action Plan and Closing Reports Updates

8.2.1 RW presented the report to the Committee to provide an update on the following audit and inspection action plans:

- Management of Fleet and Equipment – 97% complete, some delays due to COVID.
- Provision of Operational Risk Information – 92% complete, some delays due to CCF.
- Action plans were periodically submitted to the Senior Management Board and then reported to the Committee. Progress continued to be made on all action plans.
- Fire Safety Enforcement currently reporting red, however this was 94% complete and would be completed soon.

8.2.2 With reference to the Provision of Operational Risk Information Action Plan, the Committee requested clarification on the In-Vehicle Solution. JD noted that this linked to the Emergency Services Mobilising Communication Programme (ESMCP) project and the future 3<sup>rd</sup> party involvement in vehicle installations (hardware).

8.2.3 RH noted that future iterations of the report would include additional narrative to provide more information.

8.2.4 The Committee requested further clarity on the technical solutions being scoped by the In-Vehicle System project and what the actions/outcomes would be. RW noted that additional commentary would be included in future reports and would help provided background/outcomes, etc. RH noted that the creation of the Emergency Services Network Implementation (ESNI) project, which co-ordinates all the strands of the ESMCP work, would be scrutinised by the Transformation and Major Projects Committee going forward.

8.2.5 **The Committee noted the report.**

## 8.3 UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE REPORT

8.3.1 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:

- Recommendation for Improvement Working Group (RIWG) – Ten recommendations completed and the remaining 3 were on track for completion.
- Staff and Stakeholder Engagement Event facilitated by Animate Consulting was held on 24 February 2021, 42 participants took part to explore the risk and benefits of the 5 options shortlisted.
- Recently received Animate Consulting's report, which would be issued to participants for comments and will form the basis of an option appraisal update report for the Strategic Leadership Team (SLT) and SFRS Board.
- Review of COVID-19 Interim Response to Automatic Fire Alarm (AFA) Actuations would feed into the options appraisal process and resulted in an overall reduction of blue light journeys by 21% (approx. 7,200) up to end of December 2020. Interim response to maintained until the end of 2021, subject to further review of a preferred option.

8.3.2 RD informed the Committee that some universities, with historical premises, had raised concerns regarding the interim one-pump response. SS reminded the Committee, that the responsibility for fire safety, risk assessments, etc ultimately lay with the stakeholders.

8.3.3 In relation to operational learning, RD advised that there was no evidence of increase property damage during this reduced attendance period. It was noted that the reduction in blue light journeys had improved firefighter and public safety though reduced road risk and reduction in accidents/injuries.

8.3.4 **The Committee welcomed the report and noted the positive progress being made.**

## 9 OPERATIONAL LEARNING

### 9.1 SFRS Clinical Governance Arrangements

9.1.1 JD introduced RHa who presented a report to the Committee outlining the agreed arrangements with Scottish Ambulance Services (SAS) for the provision of clinical governance to the SFRS. The following key points were highlighted:

- Three initial areas of focus identified by SAS were the review of current casualty care training packages, review of SFRS Trauma Kit, and consulting with frontline crews to understand the types of casualty care provided daily. These initial reviews were interlinked and would allow SAS to determine whether the training packages and equipment were suitable for undertaking casualty care.
- On completion of these reviews (above), SAS would provide a report outlining their findings and recommendations. An action plan would be developed to address any recommendations made by SAS.
- Inaugural meeting of the Clinical Governance Technical Working Group (CGTWG) would be held in August 2021. This Group would be co-chaired by SAS and cross Directorate representatives would attend.
- The CGTWG would report into the SFRS Clinical Governance Committee on a quarterly basis. The SAS Medical Director would attend this meeting.
- Memorandum of Understanding (MOU) was currently being developed. Progress was also being made to develop the Service Level Agreement, risk register, equality impact assessment, financial agreement, data protection, etc.

9.1.2 The Committee commented that the SAS were providing this function with SFRS. SAS were providing both technical support and assurance, however in terms of governance the SFRS were beginning to develop with own internal processes. The Committee asked how this would link into other governance aspects within the organisation, both for Executive and Non-Executives.

9.1.3 It was noted that further work and consideration was required on potential governance routes, recording and auditing and this was work in progress. The Committee were reminded that the current focus of the project was to baseline the existing position, identify gaps and implement any necessary recommendations.

9.1.4 **The Committee noted the 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 (GT) fire tragedy in June 2017. The following key points were highlighted:

- Clarification was provided that the Committee were being asked to support the recommendation to close 3 recommendations and not 5 as inaccurately recorded within the report.
- Grenfell Tower Inquiry Phase 1 Report (GTIR) - Further 3 recommendations completed, 10 recommendations timelines revised due to impact of covid and reliance on external partners and 7 were on track for completion.
- London Fire Brigade (LFB) Grenfell Tower Investigation and Review Team (GTIRT) – Thirteen actions were complete or on track.
- SFRS' approach of developing and publishing a detailed action plan was publicly supported in a recently Fire Magazine article.
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services recently published a report into London Fire Brigade progress against the recommendations.

9.2.2 As previously agreed, the Committee were reminded that Grenfell quarterly reporting would alternate between the full action plan (covering both GTIR and LFB) and an interim report, as presented today.

9.2.3 SS provided a verbal update on the progress being made against recommendation LFB

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4 (operational information) and LFB 13 (positive pressure ventilation).

9.2.4 In relation to recommendation GT02, SS confirmed that although the acquisition of training was 90% this related to all relevant personnel directly involved in any incidents. He further noted that the Standard Operating Procedure had been updated and scenario based training was being developed at part of the Incident Command courses.

9.2.5 **The Committee scrutinised the report, supported the closure of the 3 recommendations and noted the revised timelines against 10 recommendations.**

## **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 SS informed the Committee that risk ratings for SD3, SD6 and SD10 have all increased.

10.1.3 In regard to Risk SD10, SS noted that the risk has been amended (since publication) to include the impact of a COVID on carrying out statutory duties.

10.1.4 In regard to future risk reporting, the Committee would welcome an opportunity to look at the format of InPhase risk register monitoring and reporting moving forward.

**ACTION: RW**

10.1.5 **The Committee noted the report.**

### **10.2 Risk Spotlight – SD10 Fire Safety Enforcement - Impact of COVID and Change of Delivery Model**

10.2.1 In order to afford the Committee with an opportunity to fully discuss and scrutinise this area, the Chair agreed to defer this risk spotlight to the next meeting (26 May 2021).

10.2.2 It was further agreed that additional deep dive analysis information would be identified (through the Chair) to support and inform future discussions.

10.2.3 **Deferred to the next meeting.**

## **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:

- Deferred Risk Spotlight SD10 Fire Safety Enforcement, including deep dive analysis, to be brought back to the next meeting (May 2021)
- Entries for Grenfell Tower Updated Reports to be amended to indicate whether a Full or Interim report would be presented.

### **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 one formal action recorded during the meeting.

## **13 DATE OF NEXT MEETING**

13.1 The next meeting is scheduled to take place on Thursday 26 May 2021.

13.2 There being no further matters to discuss, the public meeting closed at 1145 hours.

## **PRIVATE SESSION**

### **14 MINUTES OF PREVIOUS PRIVATE MEETING: 10 DECEMBER 2020**

14.1 The minutes were approved as an accurate record.

### **7 SERVICE DELIVERY UPDATE (Cont)**

7.9 The Committee requested a brief update relating the tragic incident at Cameron House. Due to ongoing legal proceeding, RH reserved his comments on any specific details of this incident.

### **15 SERVICE DELIVERY UPDATE - COMMAND AND CONTROL FUTURES**

15.1 RH presented the update report detailing relevant matters from a SFRS service delivery perspective, specifically in relation to Command and Control Futures noting that the report covered the period 27 November 2020 to 21 February 2021.

**The Committee noted the report.**

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## SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG



### Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the Committee. No actions will be removed from the log or the completion dates extended until approval has been sought from the Committee.

The status of actions are categorised as follows:

- Task completed – to be removed from listing
- No identified risk, on target for completion date
- Target completion date extended to allow flexibility
- Target completion date unattainable, further explanation provided.

### Actions/recommendations

Currently the rolling action log contains one action. A total of one of these actions have been completed.

The Committee is therefore asked to approve the removal of the one actions noted as completed (Blue status), note no actions categorised as Green status and note no actions categorised as Yellow status on the action log.



Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
<b>Service Delivery Meeting Date: 11 March 2021</b>						
<b>Item 10.1.3</b>	<b>Service Delivery Risk Register</b> - The Committee would welcome an opportunity to look at the format of InPhase risk register monitoring and reporting at the next meeting.	<b>RW</b>	<b>May 2021</b>		<b>May 2021</b>	<b>Completed (26/05/2021):</b> Live Demo of InPhase risk register monitoring and reporting will be presented at this meeting, on that basis and following the demo, it is proposed this action be closed.

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/08-21

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 MAY 2021						
Report Title:	SERVICE DELIVERY UPDATE REPORT						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
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 22 February to 10 May 2021, albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.						
<b>4</b>	<b>Recommendation</b>						
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.						
5.2	<b>Financial</b>						

5.2.1	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.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	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.
5.4	<b>Workforce</b>
5.4.1	Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5	<b>Health &amp; Safety</b>
5.5.1	Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6	<b>Training</b>
5.6.1	Specific details in relation to operational training are contained within Appendix A.
5.7	<b>Timing</b>
5.7.1	This report covers the period from 22 February to 10 May 2021 and, where appropriate, the period prior to and following this.
5.8	<b>Performance</b>
5.8.1	A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.10	<b>Legal</b>
5.10.1	Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i> A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed Yes/No. If not applicable state reasons.</i> 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	<b>Service Delivery</b>
5.13.1	This report provides an update to SDC on service delivery related matters.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable.
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A: Service Delivery Update.

<b>Prepared by:</b>	Service Delivery, and Training, Safety and Assurance Directorates	
<b>Sponsored by:</b>	Ross Haggart, Deputy Chief Officer	
<b>Presented by:</b>	Ross Haggart, Deputy Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 May 2021</i>	<i>For Scrutiny</i>

## APPENDIX A: Service Delivery Update

<b><u>SERVICE DELIVERY DIRECTORATE</u></b>	
<b><u>Prevention and Protection</u></b>	
<u>Item</u>	<u>Commentary</u>
<b>Make the Call Campaign</b>	The Service continues to deliver the national 'Make the Call' fire safety campaign. This high-profile campaign attempts to reach those most vulnerable to fire related harm.
<b>Home Fire Safety Programme</b>	Due to the easing of COVID 19 restrictions the HFSV programme has been recommenced for high risk premises. On the 17 May this will then expand to include medium risk premises.
<b>Youth Volunteer Scheme</b>	A new YVS went live in Alloa during April. This is the first SFRS YVS to open in the East SDA and was formally opened by the Director of Service Delivery. The Youth Volunteer Scheme (YVS) continues to be delivered on a virtual basis due to ongoing COVID restrictions.
<b>Grenfell Action Plan &amp; Ministerial Working Group</b>	The Service has continued to support the various Ministerial Working Groups set up following the Grenfell Tower tragedy. Whilst overall progress has been made, COVID has severely hampered certain elements from the SFRS action plan being progressed. The HMFSI has confirmed that they will undertake a thematic audit of firefighting in high rise buildings and the Services response to Grenfell. (update on agenda)
<b>New Smoke Detection Standards</b>	Scottish Government have indicated that the change to legislation for domestic smoke detection will now be 2022. However, the service has completed the rollout of the training to support the fitting to the new domestic smoke detection standards.
<b>UFAS Working Group</b>	The UFAS working Group is progressing well with actions being either complete or on track. The response change element has progressed to the next formal stage and public consultation is about to be launched.
<b>Fire Safety Enforcement</b>	Reduced COVID restrictions are now allowing for an increased number of fire safety audits to be carried out. Virtual audits are being used where physical audits remain impracticable. Detailed Fire Safety recovery plans have been developed locally to ensure that SFRS Framework premises are audited.
<b>Cameron House</b>	COPFS have confirmed that a Fatal Accident Inquiry into Cameron House will not be held. This decision has subsequently been challenged and a review is ongoing.

<u>Operations</u>	
<u>Item</u>	<u>Commentary</u>
<b>COVID 19 Response</b>	<p>Due to the significant reduction on COVID 19 cases the Service COVID arrangements have been scaled back. The COVID Advisory Unit has been disbanded and a more business as usual approach has been adopted. The Service continues to review its arrangements in line with Scottish Government level system.</p>
<b>COP26</b>	<p>Significant planning is underway for the COP26 event which will take place during November 2021 in Glasgow. The challenges with finalising budget provision from the COP26 Unit at the Home Office have been resolved and our budget submission approved. The COP team is currently being scaled up to 26 full time members of staff. Three distinct workstreams are fully established – Prevention and Protection, Operational Planning and Training and Exercising. The SFRS planning and risk management is being overseen by the COP26 Planning Board which includes key stakeholders such as SG and the FBU. In addition, an internal Service Delivery Strategic Planning Group has also been established. Both are chaired by the Director of Service Delivery.</p>
<b>Operational Document Review</b>	<p>The project commissioned to carry out a full scale review the Services approach to Operational Documents and Guidance is progressing well. This aims to streamline and simplify this process which will support and ensure firefighter safety. This will digitalise all the operational documentation and make it much more accessible and intuitive for end users.</p>
<b>Operational Strategy</b>	<p>The initial framework for the operational strategy has been complete and presented to the Service Delivery DMT and SLT. The Strategy will see the Service employ a new approach in the development of operational policy, evolving the model employed in the past and moving away from a centralised headquarters approach, to a more collegiate and synergetic one, representative of all the organisation and utilising staff from all roles and duty systems across Service Delivery Areas (SDAs), Functions and Directorates.</p> <p>The Operations Function have developed the Operational Strategy Framework to support the future development of the Strategy and provide a high-level roadmap to inform stakeholders and the Project Team. Within the Framework, the document identifies:</p> <ul style="list-style-type: none"> <li>• Six key Concepts of Operations (ConOps) that will deliver the Strategy;</li> <li>• Indicative milestones and timelines for Strategy development and publishing in 2021/22;</li> <li>• A Strategy Vision;</li> <li>• Governance arrangements; and</li> <li>• A likely Project Team structure.</li> </ul>



<b><u>Service Delivery Areas</u></b>		
<u>Item</u>		<u>Commentary</u>
<b>RVDS Forum &amp; RVDS Support Team</b>		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, recruit and retain staff. The Service is currently undertaking a consultation and engagement exercise with RVDS staff on the harmonisation of RVDS T&C's. This is being extensively facilitated by Service delivery staff. Successful harmonisation of RVDS T&C's would 'unlock' the ability to deliver more progressive and innovative approaches to the RVDS.
<b>Operational Activity</b>		There were no incidents of note during this period.
<b>Service Delivery Structures</b>		Work continues to review Service Delivery structures following the creation of the Directorate. A number of structure changes are ongoing which will rebalance resources in order to achieve the strategic aims of the Service.
<b>Service Delivery Managers Workshop</b>		<p>During May the SD Directorate held a number of workshops. This included the quarterly Strategic managers workshop which focuses on continuous improvement, culture change, sharing of best practice and ensuring alignment to the vision for Service Delivery.</p> <p>In addition, the East and North SDA's held workshops with current and prospective middle managers and above. These workshops allowed for focussed development with the middle manager cadre which are vital to the attainments of the Services cultural ambitions and strategic objectives.</p>

<b>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</b>	
<b>Command and Control Futures (CCF)</b>	
<u>Item</u>	<u>Commentary</u>
<b>Airwave Code of Connection</b>	As reported at the last SDC, on 28 January SFRS received confirmation that Airwave have completed the approval for the SFRS Code of Connection; it came with a caveat that Systel must complete some conformance testing prior to the end of March; that work was completed and the Home Office issued the full endorsement/approval on 27 April 2021.
<b>Releases of Software</b>	Software release 118.2102 and 118.2103 were scheduled to be delivered by Systel in this reporting period, they delivered consistent with Project expectations and agreed release process.
<b>Timeline Review</b>	<p>At the January 2021 CCF Board, it was agreed that based on the Board's review of the slow progress through User Acceptance Testing (UAT) Phase and barriers to completion, a report on mitigation steps and an options paper presenting a reviewed delivery timeline should be brought forward for consideration and endorsement.</p> <p>At the March 2021 CCF Board, this updated timeline was approved and adopted and now progresses to the PO, SMB and ultimately Transformation and Major Projects Committee (TMPC) to complete the due governance process.</p>
<b>Management of Provider</b>	Given the obviously large number of variables yet to be delivered and assured by Systel, ACO Dickie as the SRO wrote to Systel on 11 March 2021 instructing the preparation of project rectification plan. A draft version of this plan had been received by SFRS (9 April) and is yet to be subject to full review and approval, however the PM has conducted a multi-stakeholder review and initial feedback has been provided to the Systel CEO and their Project Manager.
<b>Assurance</b>	<p>For the reassurance of the SDC, progress and effectiveness of this rectification plan will be measured (and reported) in three ways:</p> <ul style="list-style-type: none"> <li>- Weekly project level and monthly board level performance measures reported upon;</li> <li>- A July 2021 Project level gateway assessment on interim progress against plan and likelihood of readiness for Go-Live; the purpose of this gate is to review Systel (and other key stakeholders) progress towards readiness for Go-live in September/October</li> </ul>

	<p>2021 and give early indication of any potential issues; and</p> <ul style="list-style-type: none"> <li>- A Digital Assurance Office (DAO) agreed Stop/Go Gate review for pre-launch agreed for week commencing 16 August 2021.</li> </ul>
<b><u>Operational Assurance (OA)</u></b>	
<u>Item</u>	<u>Commentary</u>
<p><b>Significant event debrief process concluded for the Stonehaven Rail crash</b></p>	<p>Debrief report and action plan presented to the National Safety &amp; Assurance Board on 8 April 2021. Action plan approved for progression.</p>
<p><b>The new electronic Operational Assurance Recording and Reporting System (OARRS) went live on 27 November 2020</b></p>	<p>System working well and feedback from users has been excellent. OA working with ICT to finalise reporting element with a view to going live in May.</p>
<p><b>OA are currently undertaking a service-wide thematic audit on the Analytical Risk Assessment (ARA) processes; survey concludes 30 April 2021</b></p>	<p>The SA function is keen to progress ARA related matters arising through significant event investigations.</p>
<p><b>OA are currently managing 7 significant event action plans through to completion</b></p>	<p>Progress reports provided to the National Safety and Assurance Board.</p>
<p><b>OA has published Frontline Updates focussing on the learning from an incident at Hairmyers Hospital in the WSDA and the learning from an incident in Greater Manchester, following publication of a case study video on the incident that involved a firefighter fatality</b></p>	<p>Future Frontline Updates include: National Operational Learning and the launch of OARRS.</p>
<p><b>Development of new OA related Generic Information Notes (GINs) – ‘FDO Mentoring and Support’ GIN and ‘Operational Learning’ GIN</b></p>	<p>Both GINs are nearing completion and will be published in due course. This will complete the OA document suite.</p>
<p><b>OA has undertaken a full gap analysis on 14 National Operational Learning cases issued by the National Operational Learning User Group</b></p>	<p>OA recommendations were presented to the National Safety and Assurance Board for progression as necessary.</p>

<b>Operational Training</b>	
<u>Item</u>	<u>Commentary</u>
<b>Training Continuous Improvement Programme</b>	<p>Good progress has been made in relation to Operational Clinical Governance: The Scottish Ambulance Service (SAS) are reviewing casualty care training programmes and the equipment we carry on SFRS vehicles.</p> <p>Thereafter, the SAS education team will generate recommendations for improvements and additions to our equipment. They will also consider not only the content of the courses but also the style of delivery and the qualifications required for trainers.</p> <p>The Programme Manager has undertaken an in-depth review of Training Needs Analysis (TNA) submissions and has been fully involved in liaison with Business Partners on the development of Training COVID-Recovery Plans. This was to identify any interdependencies with the Continuous Improvement Programme and to seek opportunities to progress elements of the Programme through the Recovery process. This has led to the submission of a number of Business Cases which are designed to support simultaneous progress against both work streams.</p>
<b>Training Needs Analysis 2021/22</b>	<p>The Training Needs Analysis has highlighted the impacts of the COVID restrictions that have been in place for the duration of the full previous training year. Significant work has been undertaken to analyse this and a full "State of the Nation" report and draft recovery plan has been presented to the Senior Management Board (SMB) Reset and Renew Group. This has resulted in a number of Business Cases being submitted for resources to support the delivery of the Training Recovery Plan.</p>
<b>Instructor Terms and Conditions</b>	<p>A Formal Agreement between SFRS and the FBU has been prepared for executive sign off.</p> <p>A Policy has also been drafted and is currently progressing through the formal consultation protocol: with progress still on target for implementation on 1 July 2021.</p>
<b>Trainee Firefighter Program</b>	<p>On 29 March, 34 Wholetime Trainee Firefighters commenced their Foundation Training: 24 are based at the National Training Centre and 10 at Newbridge Training Centre.</p> <p>A National programme of Practical Selection Tests (PSTs) has been facilitated over a period of 43 days and across 6 venues: National Training Centre, Newbridge, North Anderson Drive, Invergordon, Perth and Oban.</p>

<p><b>Driver Training</b></p>	<p>There have also been 25 days of PSTs for Retained and Volunteer Duty System Trainees scheduled throughout the month of April across 8 venues nationally.</p> <p>The Driver Training Section has continued to facilitate Emergency Response Driving (ERD) Re-assessments to support the recovery of ERD currencies in line with the Driver Training Standard. The catch up of individuals previously identified as being out with their Driving skills currency is now complete.</p> <p>Legislation changes from Scottish Government allowed a resumption of delegated driver testing. Acquisition Cat C and ERD Cat B &amp; C have now resumed and courses for newly promoted Station Commanders are underway.</p> <p>In consideration of the pending enactment of Section 19 of the Road Safety Act: an updated position report has been presented to SMB detailing SFRS actions and potential impacts.</p>
<p><b>Incident Command</b></p>	<p>The Incident Command Level (ICL) 1 modular course is now in the final stages of completion. Review of content being carried out to confirm alignment with new Incident Command Policy and Operational Guidance prior to being promulgated via SFRS' e-learning platform.</p> <p>Command Competence Review documents have been sent to Service Delivery Area (SDA) training Single Point of Contact (SPOC) and Fire Brigade Union (FBU) for informal review prior to formal consultation commencing.</p> <p>Remote delivery of two ICL2 refresher courses and two ICL2 development courses has been completed. Feedback from assessors, and candidates on both courses being collated for evaluation purposes. An Incident Command Training Standard review is currently underway aiming to be complete this quarter.</p>
<p><b>Specialist Training</b></p>	<p>Swift water operator boat refresher courses are now near completion for COVID 19 catch up. 11 courses in total are scheduled to have been completed by the end of this reporting period.</p> <p>Swift water rescue technician recertification courses have also been scheduled and there has been one course delivered in East SDA and one in North SDA utilising a delivery method which complies with Watch Bubble Safe Systems of Work (SSOW).</p> <p>A Safe Working at Height Instructors course has been completed in the East SDA for resilience to assist the implementation of Tier 1 training.</p>

<b>COP 26</b>	<p>Tier 1 training within Orkney and Shetland Isles was also undertaken during April 2021.</p> <p>Rope Rescue Supervisor recertification courses have been completed to maintain currencies within East SDA for Lochgelly and Tollcross crews.</p> <p>Urban Search and Rescue (USAR) Petrogen courses for Cumbernauld were also safely facilitated complying with Watch Bubble Safe Systems of Work (SSOW).</p> <p>The Training Function have had an initial meeting with the COP 26 management team to ascertain the event training requirements. This dialogue continues to ensure the Training Function can schedule and deliver the required training in order to support SFRS response to the COP 26 conference.</p>
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## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/09-21

Agenda Item: 8.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 MAY 2021						
Report Title:	QUARTERLY PERFORMANCE REPORT FOR Q4 2020-21						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide members with the YTD and fourth quarter performance report for fiscal year 2020-21.						
<b>2</b>	<b>Background</b>						
2.1	The Quarterly Performance report provides key performance indicators nationally and 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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	Members are asked to receive the Quarterly Performance Report for Q4 2020-21.						
<b>4</b>	<b>Recommendation</b>						
4.1	Service Delivery Committee (SDC) members are asked to scrutinise the contents of this report. Members are also asked to note that at time of submission, 150 incidents remain outstanding for the year (<0.1% of all activity). Quality Assurance processes are underway and changes to data may alter full year summary figures released in SFRS official statistics publication (October 2021).						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	There are no risk implications associated with this report.						
5.2	<b>Financial</b>						
5.2.1	There are no financial implications associated with this report.						
5.3	<b>Environmental &amp; Sustainability</b>						
5.3.1	There are no environmental and sustainability implications associated with this report.						
5.4	<b>Workforce</b>						
5.4.1	There are no workforce implications associated with this report.						

5.5 5.5.1	<b>Health &amp; Safety</b> There are no health and safety implications associated with this report.	
5.6 5.6.1	<b>Training</b> There are no training implications associated with this report.	
5.7 5.7.1	<b>Timing</b> This report covers YTD and fourth-quarter performance for fiscal year 2020-21.	
5.8 5.8.1	<b>Performance</b> The report summarises elements of Scottish Fire and Rescue Service (FRS)' YTD and fourth-quarter performance for fiscal year 2020-21.	
5.9 5.9.1	<b>Communications &amp; Engagement</b> There are no communications and engagement implications associated with this report.	
5.10 5.10.1	<b>Legal</b> 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 2020 and any targets which SFRS subsequently adopts as suitable indicators of performance.	
5.11 5.11.1	<b>Information Governance</b> There are no information governance implications associated with this report.	
5.12 5.12.1	<b>Equalities</b> There are no equalities implications associated with this report.	
5.13	<b>Service Delivery</b> There are no Service Delivery implications associated with report other than overview of performance.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not Applicable	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A: Quarterly Performance Report Q4 2020-21.	
<b>Prepared by:</b>	Chris Fitzpatrick, Performance Data Services Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
<b>Presented by:</b>	Stuart Stevens, Assistant Chief Office, Director of Service Delivery	
<b>Links to Strategy and Corporate Values</b>		
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	19 May 2021	<i>For Noting</i>
<i>Service Delivery Committee</i>	26 May 2021	<i>For Scrutiny</i>

# Strategic Planning, Performance and Communications



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

## Quarterly Performance Report 2020-21 Q4

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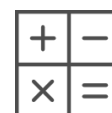


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### About the statistics in this report

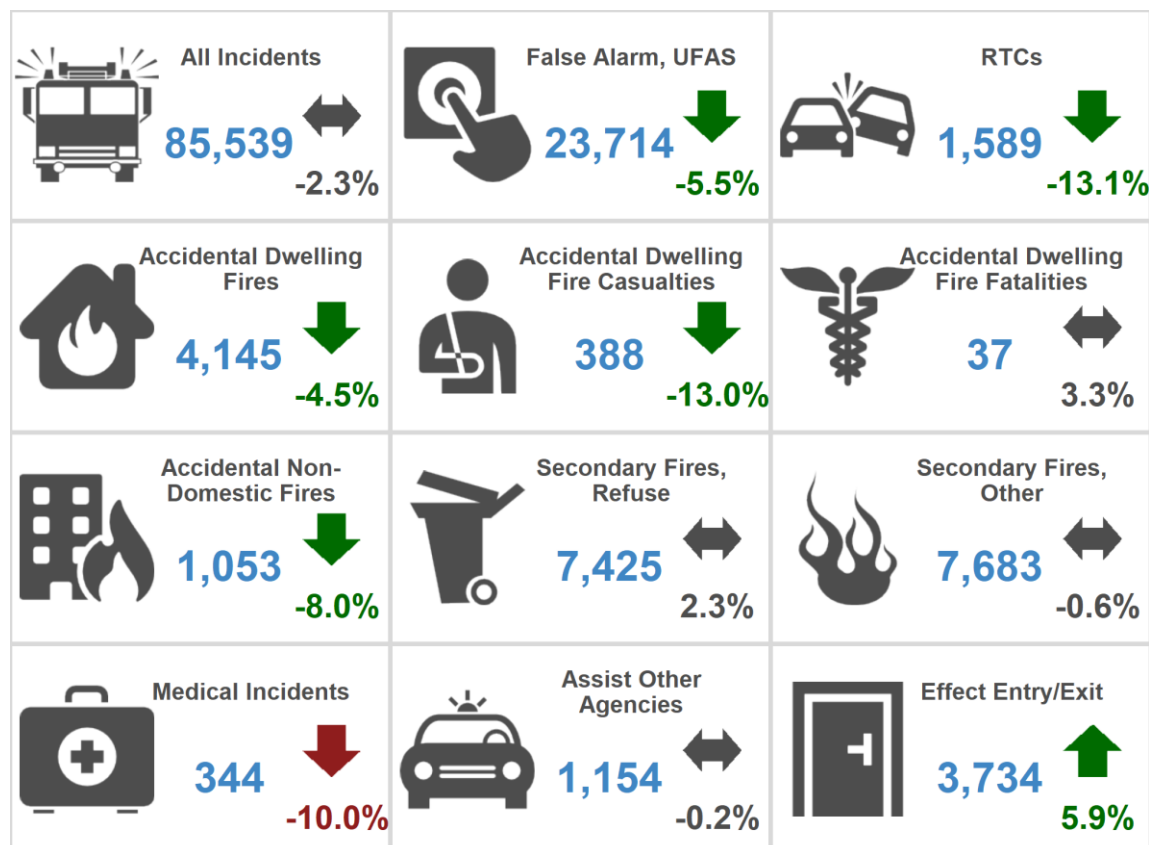
The activity totals and other statistics quoted in this report are internal management information published in the interests of transparency and openness. They are *provisional* in nature and *subject to change* as a result of ongoing quality assurance and review.

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 Q4

### Analysis

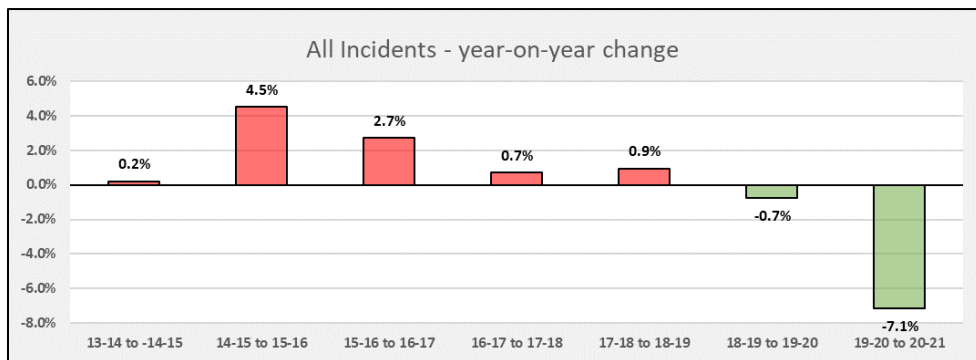


The fourth quarter of 2020-21 brings Scottish Fire and Rescue Service to the end of what has been a challenging year for all living across Scotland. The experience of this global pandemic will continue for some time, and how the Service recognises the societal, environmental and economic impact of this last year will not be clear until we have a fuller understand of what will be the new 'normal'.

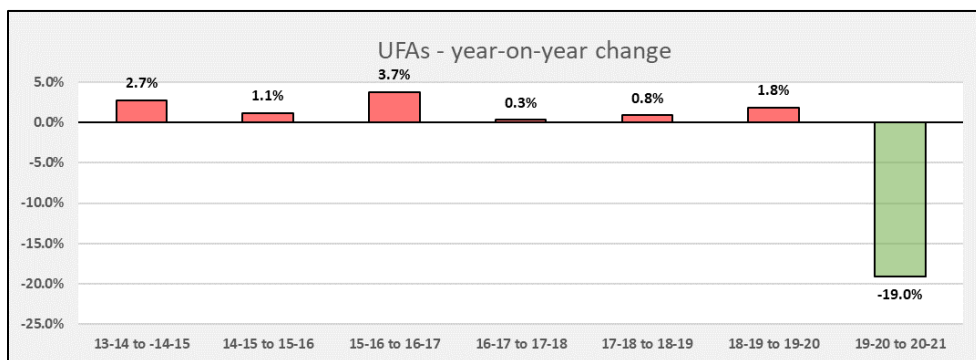
Discussions with other UK Fire Services, Police and public-sector bodies are on-going to try and understand how we manage future statistical reporting. The challenge that blue light services face in the years ahead may have changed through recent events, this means that it may not be practical to ignore the data from this past year. Comparison of this period with both operational and organisational performance may still be relevant and provide meaningful context when considering our achievements.

The impact of the pandemic on organisational KPIs varies on a case by case basis, therefore a case by case approach is required in reviewing KPI methodology and appropriate target setting. In addition, variations to lockdown restrictions within both regional and UK boundaries add a further degree of complexity. Work is currently underway to understand and address this.

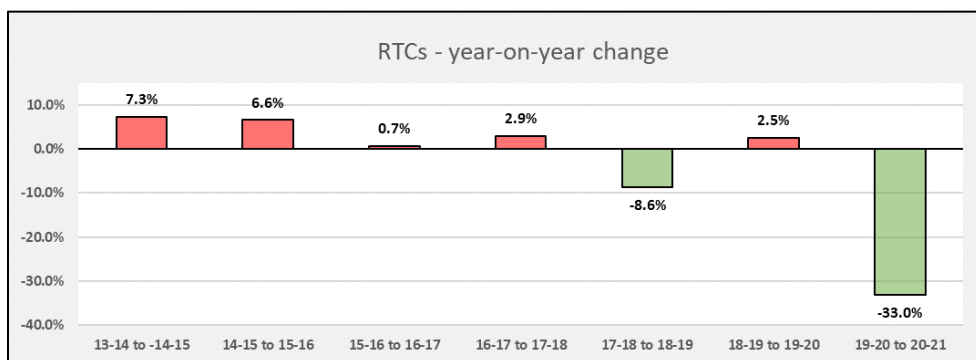
Changes in incident trends are noticeable and in many cases, are related to restriction of movement throughout the year. There were however, both positive and negative changes experienced that will require more in-depth analysis to identify which factors did influence their direction of travel. The following includes additional insight to some of the areas of operational activity that would be considered.



Operational activity rose year-on-year in 2013-14 from 85,000 incidents to a high of 92,748 in 2018-19. Incidents declined the following two years with 2020-21 returning to 85,539.



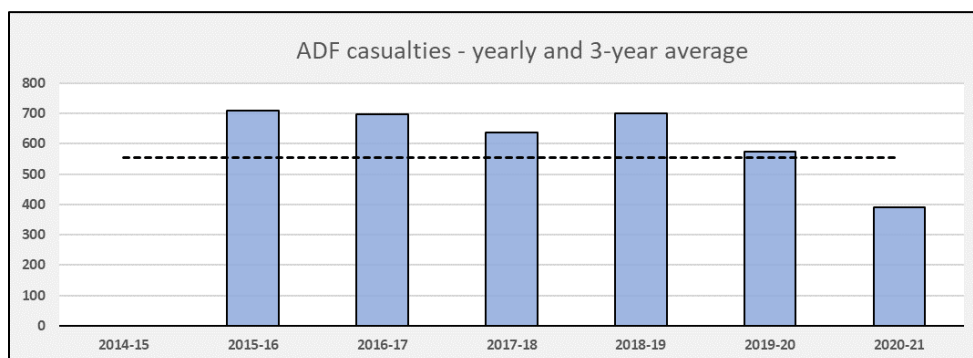
UFAs incidents have risen from 26,000 (2013-14) to a high of more than 29,000 (2019-20). Both changes to the management of UFAs and societal impacts this last year have reduced activity to less than 24,000.



RTCs had increased from just over 2,100 in 2013-14 to 2,500 in 2017-18. Occurrence fell the following two years to an average of 2,350. In 2020-21 SFRS attended fewer than 1,600 RTCs. Once again, factors such as the introduction of Transport Scotland's Road Safety

Framework to 2030 will have played a role in this but the greatest influence has been fewer vehicles on Scotland's road due to lockdown restrictions.

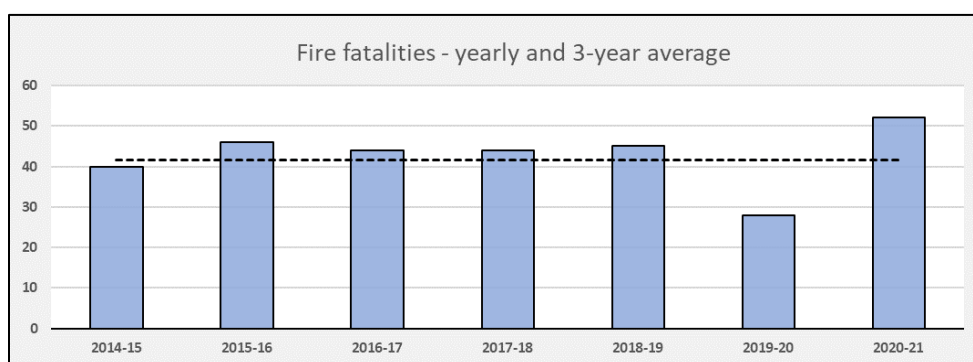




Note 1 - At time of reporting 2014-15 data not available

ADF casualties until 2019-20 had little variation on yearly occurrence. In 2019-20 there was significant reduction of almost 20 per cent on the previous year. This continued into 2020-21 with a further 30 per cent reduction. Quality assurance work is on-going to ensure accuracy of data

however, factors associated with lockdown restrictions and more families spending more time at home are likely to have influenced this reduction.



During the first quarter of 2020-21 data indicated the Service was experiencing a higher rate of fire fatalities in the home which indicated a specific demographic who were more at risk. Steps were taken by the Service to tackle this concern with

national initiatives such as 'Make The Call'. Fatality rates during the following three quarters, although never acceptable, were more representative of previous years.

## Summary

The reduction in overall operational activity continued across the fourth quarter but at a slower rate than the first three quarters of the year. Both Special Services and False Alarms followed the same downward trend as in previous quarters of 2020-21 but unfortunately fires increased (13 per cent) against the previous fourth quarter driven by a significant increase (25 per cent) in those recorded as 'deliberate' in nature.

Accidental dwelling fires for the quarter and the full fiscal year are the lowest rates of incidence recorded since pre- 2009-10. Fire casualties resulting from accidental fires in the home continued to be markedly lower than in previous years. The target reduction of three per cent based on the moving three-year average was surpassed with a reduction greater than ten per cent achieved. The chart for 'ADF casualties' (see above) demonstrates how casualty rates have been impacted throughout 2020-21. Fatalities resulting from fires in the home have had a significantly different outcome in the last year, with the last two years recording both the lowest and the highest fatality rates over the last nine years. 2020-21 fatalities were slightly higher than in 2018-19 and 2017-18 which reflects on the current three-year average being higher than the previous three-year average by only three per cent.

Special Service and False Alarm incidents were down on the previous fourth quarter (nine per cent and seven per cent respectively). This is specifically an area that the Service has witnessed where regional restrictions in local communities has had an impact on operational demand. UFAs incidents affecting educational premises out of lockdown were not dissimilar to previous years however, the incidents reported during quarters one, two and four 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 around one fifth 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. Full year analysis shows that incidents recorded specifically as 'Medical Response' have reduced by ten per cent on the three-year average whilst 'Effecting Entry/Exit' incidents have increased by more than six per cent based on the three-year average. There has been less than one per cent change to incidents recorded as 'Assist other agencies' on the three-year average. 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	69,202	69,236	20,171	0.9	-0.1	70.9
	Home Fire Safety Visits (At-Risk Groups)	Increase based on 3 year rolling average	25,531	24,193	10,332	-1.4	0.9	19.3
	Non-Domestic Fires	Reduce 3yr average	1,802	1,594	1,338	-4.7	-5.0	-9.5
	Fire Safety Audits Completed	100% of known framework premises	7,961	7,289	3,325			
	Accidental Dwelling Fire Fatalities	Reduce the number of fatalities based on moving 3-yr average	36	21	37	6.5	-6.3	6.9
	Fire Fatalities	Reduce fatalities at each incident types based on moving 3-yr average	44	27	51	2.3	-11.6	8.1
	Accidental Dwelling Fire Casualties	Reduce by 3% based on moving 3-yr average	701	573	389	2.6	-3.2	-10.4
	Fire Casualties	Reduce the number of casualties at each incident type based on moving 3-year average	949	807	567	-2.1	-4.6	-11.9
	Deliberate primary fires	Reduce based on moving 3-year average	2,503	2,442	2,403	-1.0	-3.1	-4.3
	RTCs	Monitor	2,313	2,372	1,589			
	Refuse and Vehicle Fires	Reduce by 10% based on moving 3-yr average	8,152	8,844	8,186	10.7	11.1	13.0
	False Alarm, UFAS	Reduce based on a three-year rolling average	28,755	29,280	23,715	1.6	1.0	-5.5
	Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.	All Incidents	Monitor	92,750	92,066	85,539		
Assist Other Agencies		Monitor	1,191	1,259	1,154			
Effect Entry/Exit		Monitor	3,276	3,992	3,734			
Secondary Fires, Other		Monitor	8,331	6,138	7,683			
Accidental Dwelling Fires		See severity targets	4,635	4,366	4,145			
Accidental Dwelling Fires (Low Severity)		Reduce low severity fires based on moving 3-yr average	2,116	2,031	2,003	-5.4	-4.9	-3.9
Accidental Dwelling Fires (Med Severity)		Reduce by 3% based on moving 3-yr average	2,219	2,046	1,873	1.8	-0.9	-2.8
Accidental Dwelling Fires (High Severity)	Reduce by 5% based on moving 3-yr average	300	289	269	10.6	9.7	6.7	

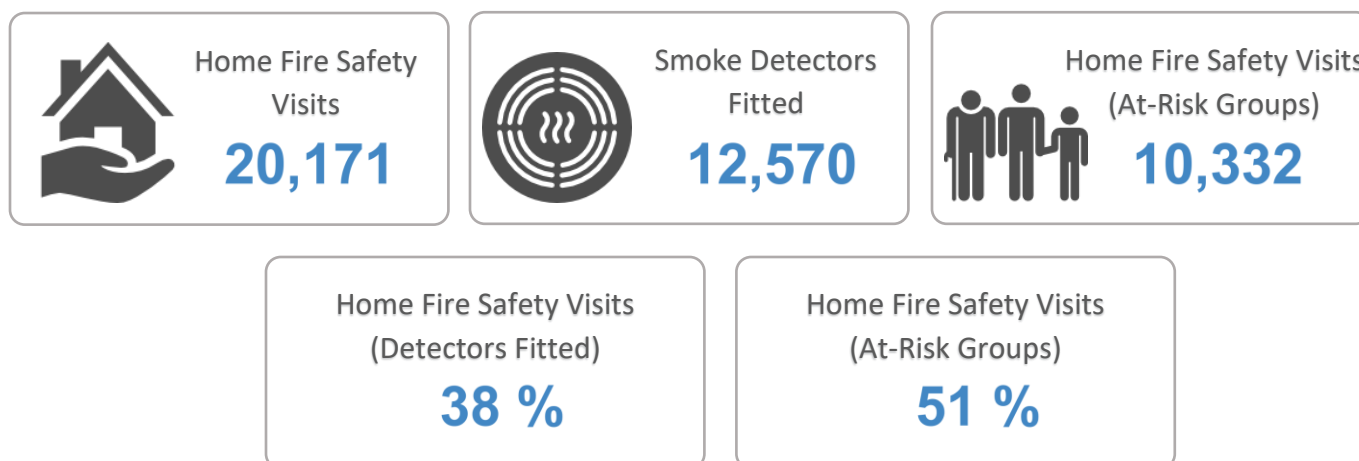
High severity fires were marginally higher in 2020-21 than in 2017-18. This negatively impacted the current three-year average by one and a half per cent versus the previous three-year average, reporting the annual return just below seven per cent off target. Both targets for low and medium severity fires were achieved in the year with only one LSO area in the country not seeing a reduction on their current three-year average versus the previous three-year average.

#### 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		2,610	
2.07	Audit Actions Arising	77		31		28	
2.11	Completed Hydrant Inspections	7,306		17,057		12,782	
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 %		3.6 %	

# Community Safety And Wellbeing

## Home Fire Safety Visits



### Year To Date Totals

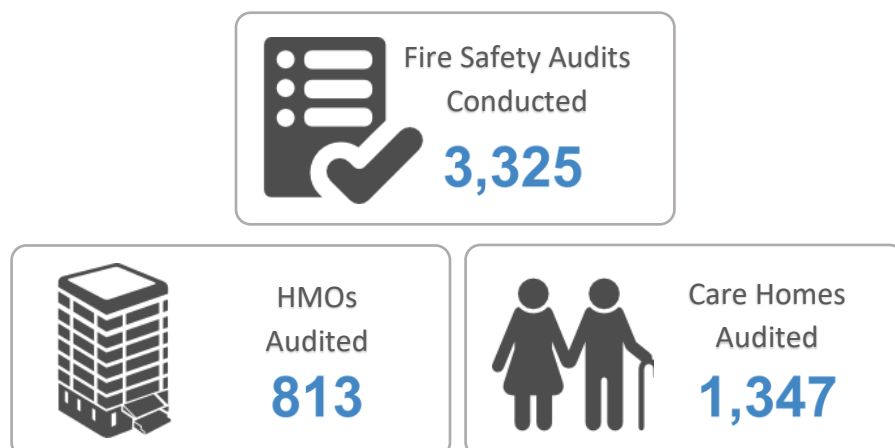
Title	Total			
	2018-19	2019-20	2020-21	2021-22
Home Fire Safety Visits	69,202	69,236	20,171	2,141
Home Fire Safety Visits (At-Risk Groups)	25,531	24,193	10,332	1,236
Home Fire Safety Visits With Detectors Fitted	24,462	22,292	7,702	649
Home Fire Safety Visits With Advice Only	44,740	46,944	12,469	1,492
Smoke Detectors Fitted	37,549	34,610	12,570	1,112

### Totals by Quarter

Title	Total									
	2018-19		2019-20				2020-21			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Home Fire Safety Visits	19,031	18,454	18,323	17,119	15,340	2,206	7,354	7,509	3,102	
Home Fire Safety Visits (At-Risk Groups)	6,785	6,507	6,159	5,889	5,638	993	3,858	4,135	1,346	
Home Fire Safety Visits With Detectors Fitted	6,828	5,699	5,637	5,742	5,214	893	2,579	2,847	1,383	
Home Fire Safety Visits With Advice Only	12,203	12,755	12,686	11,377	10,126	1,313	4,775	4,662	1,719	
Smoke Detectors Fitted	10,419	8,776	8,799	8,976	8,059	1,426	4,087	4,755	2,302	

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

*Audits by property risk category by quarter*

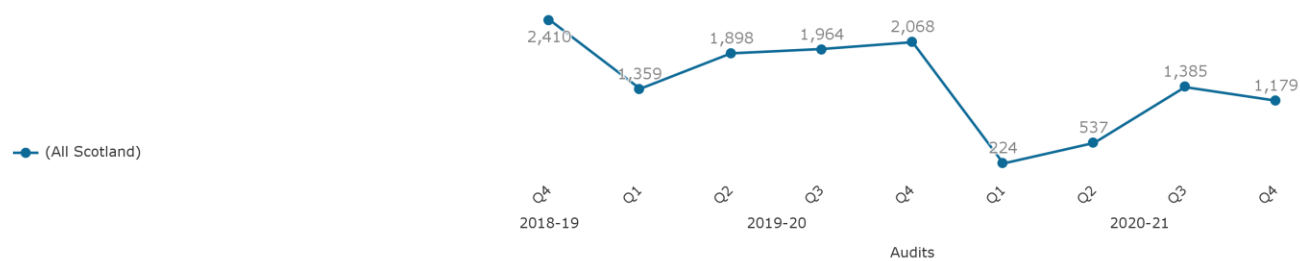
Property Category	Q1	Q2	Q3	Q4	Total	Total%
Care Home, Children's Home	54	202	504	587	1,347	40.5
Houses in Multiple Occupation (HMO)	54	124	363	272	813	24.5
Hotel, Guest House, B&B	38	51	101	48	238	7.2
Hospital, Hospice, Prison	11	31	90	87	219	6.6
Other Sleeping Accommodation	7	7	77	26	117	3.5
Hostel	3	3	14	19	39	1.2
School, Day Nursery, Childminder	4	7	37	21	69	2.1
Licensed Premises	19	17	30	7	73	2.2
Further Education	2	0	2	6	10	0.3
Public Building	2	2	0	2	6	0.2
(All Other Categories)	30	93	167	104	394	11.8
Totals	224	537	1,385	1,179	3,325	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	1,138	3,214	96.7
Non-Compliant (MCL 3-5)	7	17	46	41	111	3.3

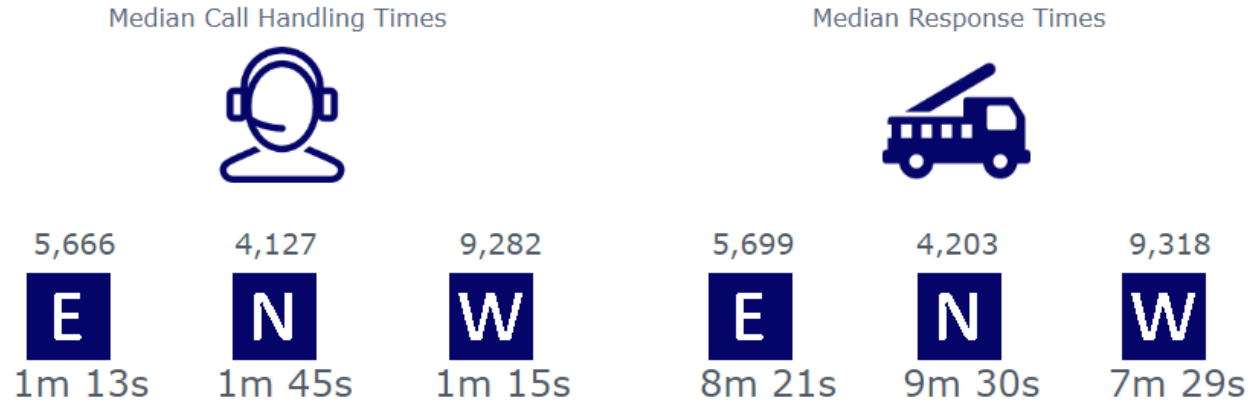
## Audits by Area

LSO Area	Audits									
	2018-19		2019-20				2020-21			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
(All Scotland)	2,410	1,359	1,898	1,964	2,068	224	537	1,385	1,179	
Aberdeen City	139	22	79	97	84	1	10	61	47	
Aberdeenshire, Moray	133	30	111	83	74	1	6	32	23	
Angus, Dundee City, Perth & Kinross	66	128	132	102	36	4	74	58	21	
Argyll & Bute, East Dunbartonshire, West Dunbartonshire	91	56	38	104	115	1	10	55	51	
Dumfries & Galloway	120	26	95	82	105	7	3	32	66	
East Ayrshire, North Ayrshire, South Ayrshire	82	65	104	73	88	3	46	76	83	
East Lothian, Midlothian, Scottish Borders	77	25	37	45	23	1	6	22	24	
East Renfrewshire, Inverclyde, Renfrewshire	44	15	41	21	29	25	11	33	6	
Edinburgh City	184	94	145	119	106	33	20	137	114	
Falkirk, West Lothian	125	34	95	31	99	1	28	15	45	
Glasgow City	164	105	157	115	226	82	21	117	51	
Highland	34	61	60	55	67	2	11	27	6	
Na h-Eileanan Siar, Orkney Islands, Shetland Islands	14			9	11		3	3	10	
North Lanarkshire	75	48	50	40	38	1	21	34	16	
South Lanarkshire	32	27	16	52	54	14	22	21	33	
Stirling, Clackmannanshire and Fife	112	127	50	109	99	3	34	36	63	

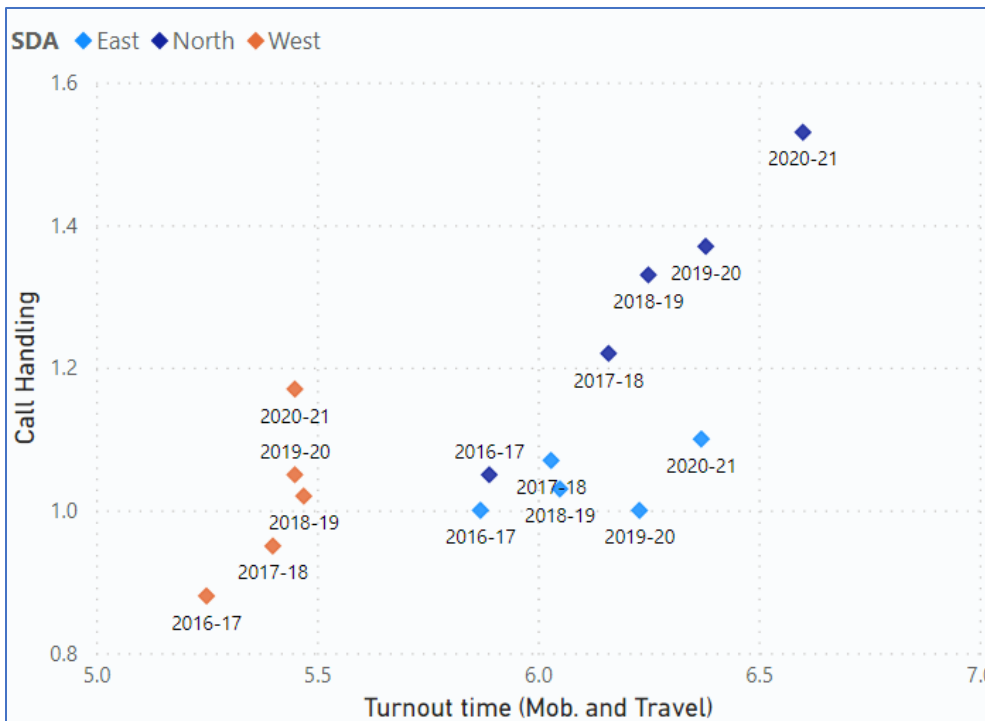


# Service Delivery

## Call Handling and Response Times For Current Quarter

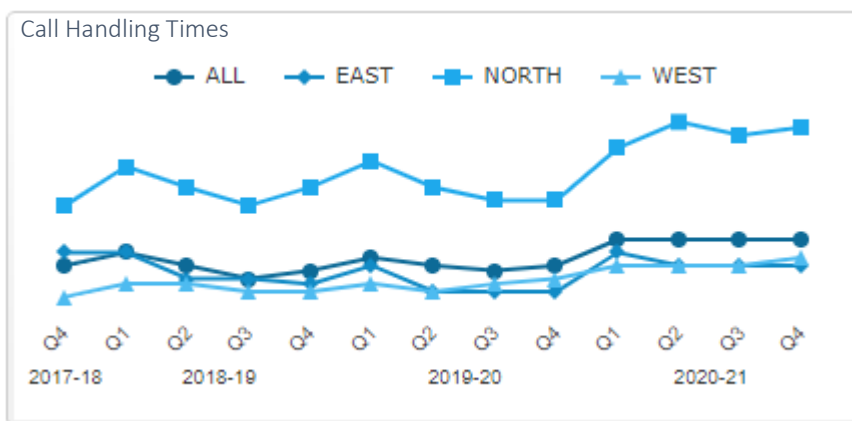


*Call handling time* is the time it takes from an emergency call being logged on our systems to the first station being alerted. The *response time* is the time it takes from the call being logged to the time at which the first responding vehicle arrives at the incident. The response time therefore includes the call-handling time.



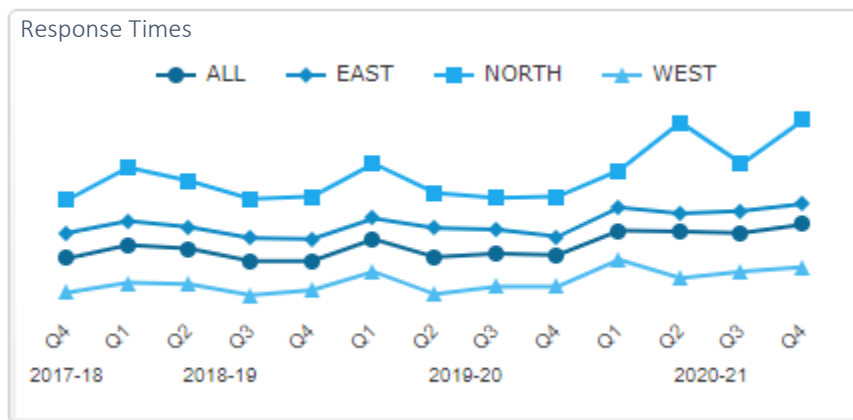
The scatterplot shows varying speeds of turnout (mobilising and travel time) and call handling time dependant on geography. Call Handling in East SDA has demonstrated less variation in the past five years than that in West and North SDA. Turnout time has remained more consistent in the West across the period. North SDA has continued to experience increased call handling and turnout times leading to more extended overall response.





The median (or middle) values of the set of call handling and response times for each Service Delivery Area (SDA) this quarter are shown at the beginning of the previous page. 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. The graph to the left shows the

quarterly performance from the fourth quarter of 2017-18 providing comparison of the previous four fourth quarters.

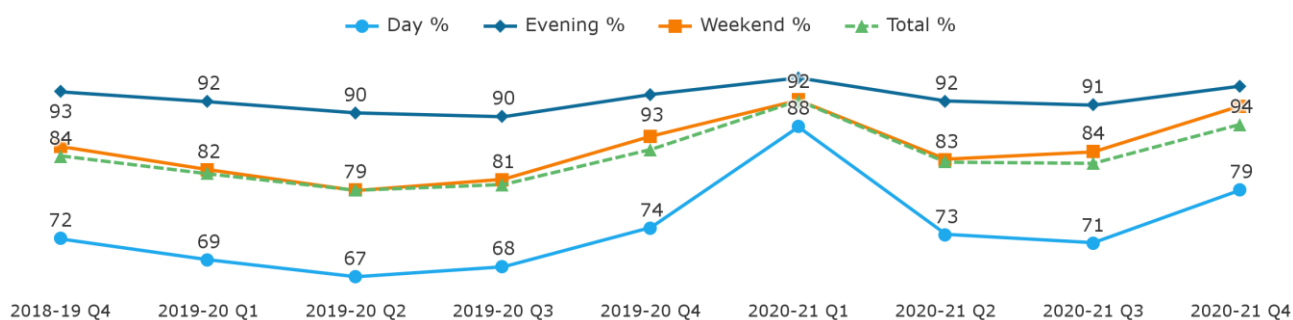


Response times increased nationally against the previous quarter by seven seconds. This included marginal increases in ESDA and WSDA, with NSDA returning to second quarter performance levels (36 second increase). A collaborative exercise involving Service Delivery and SPPC Data Services will look at overall response later this year and aim to identify the factors driving regional increases.

## Retained Duty System Crew Availability

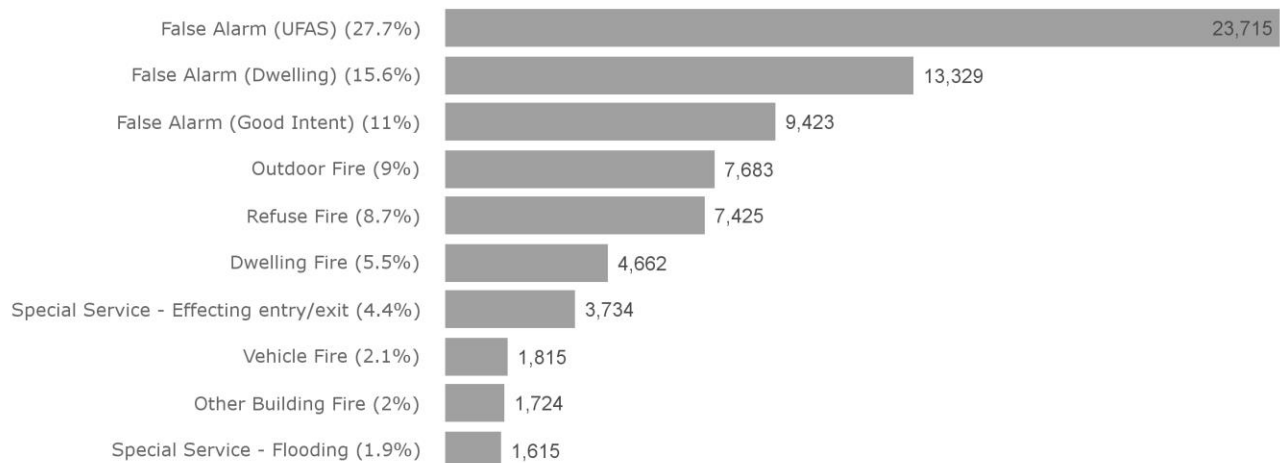
SDA	LSO Name (No. of RDS stations)	2020-21 Q4			
		Day %	Evening %	Weekend %	Total %
East	City of Edinburgh (1)	20	54	51	43
	Falkirk and West Lothian (6)	61	88	87	80
	Midlothian, East Lothian and Scottish Borders (17)	80	95	92	89
	Stirling, Clackmannanshire and Fife (18)	75	90	86	84
North	Aberdeen City (1)	77	97	83	86
	Aberdeenshire and Moray (33)	85	97	94	92
	Highland (51)	75	93	89	86
	Orkney Islands, Shetland Islands and Na h-Eileanan Siar (40)	74	92	90	86
	Perth and Kinross, Dundee City and Angus (15)	85	95	92	91
West	Argyll and Bute, West Dunbartonshire and East Dunbartonshire (13)	89	94	91	91
	Dumfries and Galloway (15)	90	99	97	96
	East Renfrewshire, Renfrewshire and Inverclyde (1)	94	100	99	98
	East, North and South Ayrshire (19)	82	97	96	92
	North Lanarkshire (3)	82	96	95	92
	South Lanarkshire (7)	72	91	92	86
SFRS	All (240)	79	94	91	88

Quarterly RDS availability varies cyclically each year because of seasonal differences in working patterns amongst other things. However, availability over the past four quarters has varied significantly due to crew availability during lockdown. Availability during the fourth quarter has again increased which we believe can be linked to national restrictions put in place from January, impacting RDS staff whose primary employment may have been affected by lockdown restrictions.

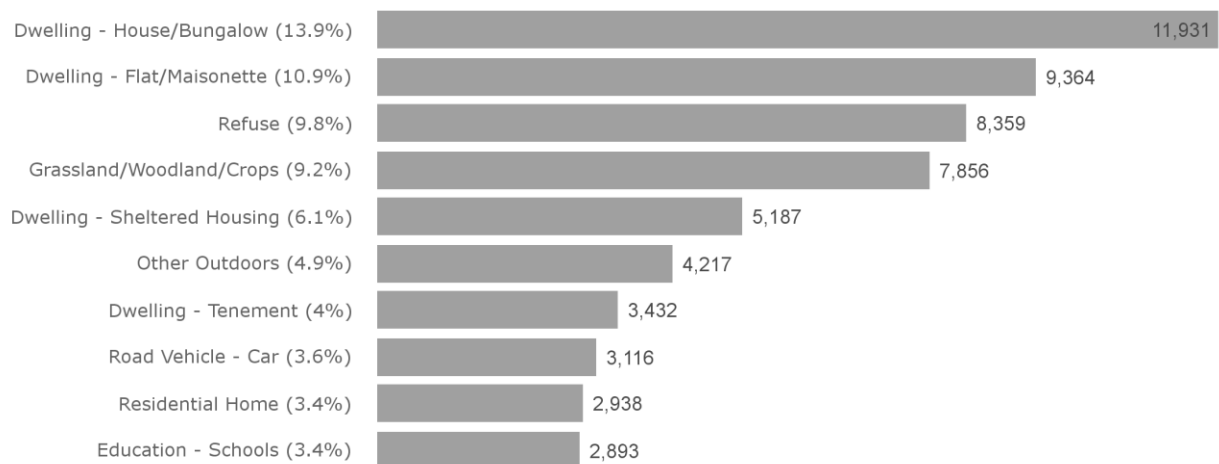


## Incident and Property Types Attended

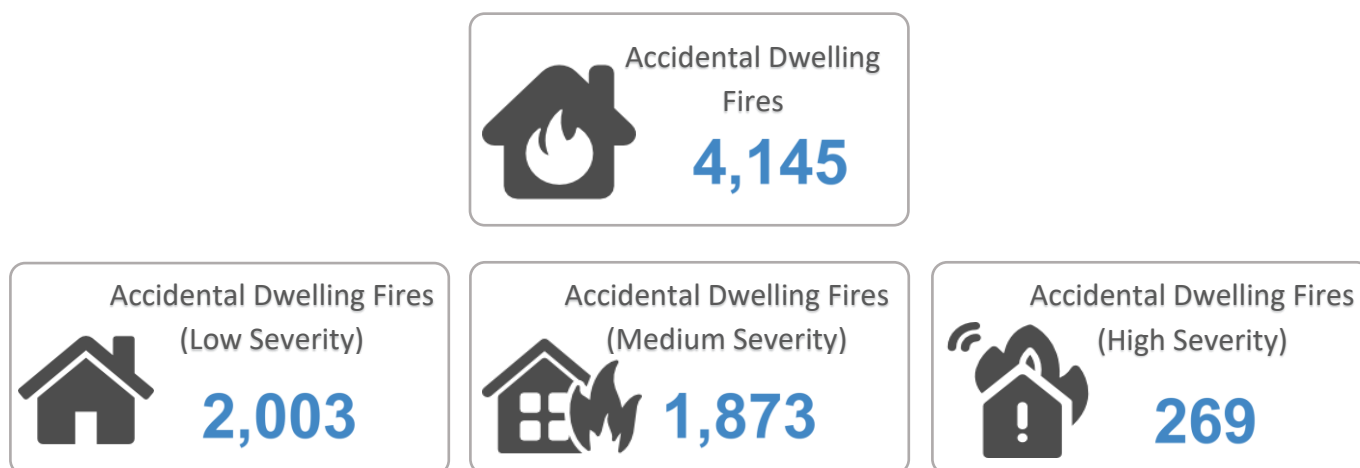
### Top 10 Incident Types Attended



### Top 10 Property Types Attended



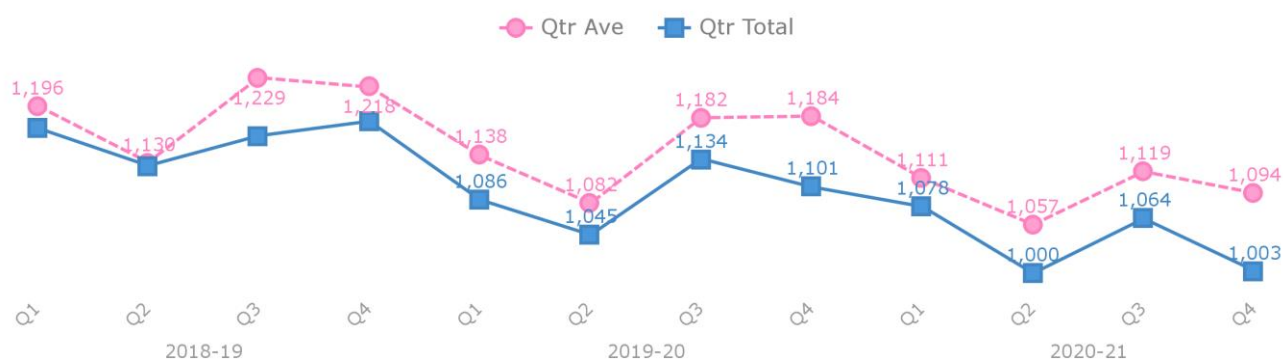
## Detailed Dwelling Fire KPIs

*Accidental Dwelling Fires by Fire Severity – Year To Date Totals*

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.

*Accidental Dwelling Fires by Quarter*

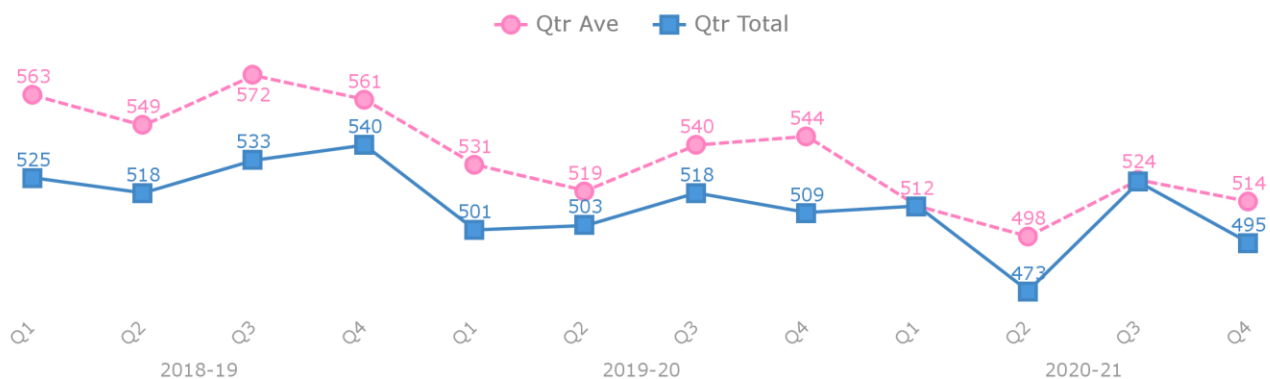
The charts below show quarterly totals for accidental dwelling fires over the past four years. The dotted lines connect three-year moving averages grouped by quarter to provide average seasonal totals. The solid line connects the actual (non-averaged) totals for each quarter.



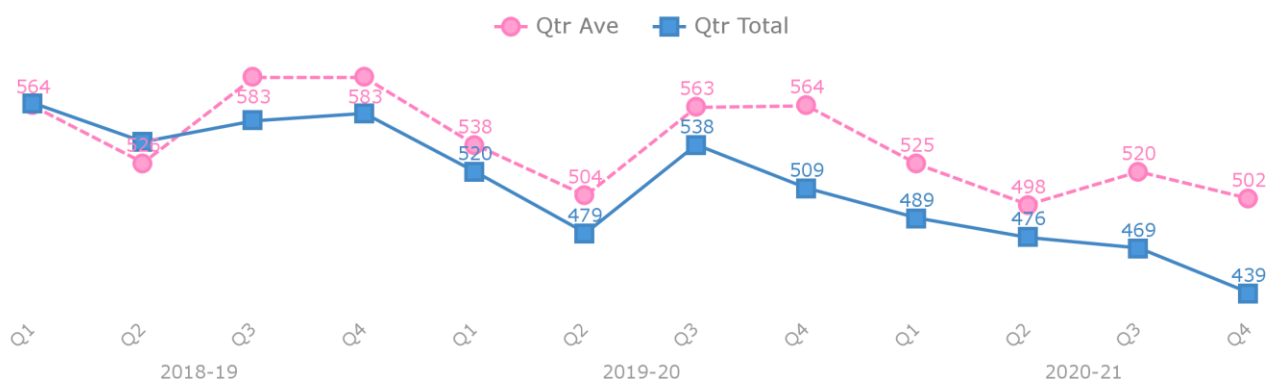
The current-quarter total for accidental dwelling fires is lower than the most recent seasonal average for this quarter. As the seasonally-averaged trend has been higher than the actuals for the past two years this is indicating ongoing reductions in accidental dwelling fires over time.

### Quarterly Accidental Dwelling Fires by Severity

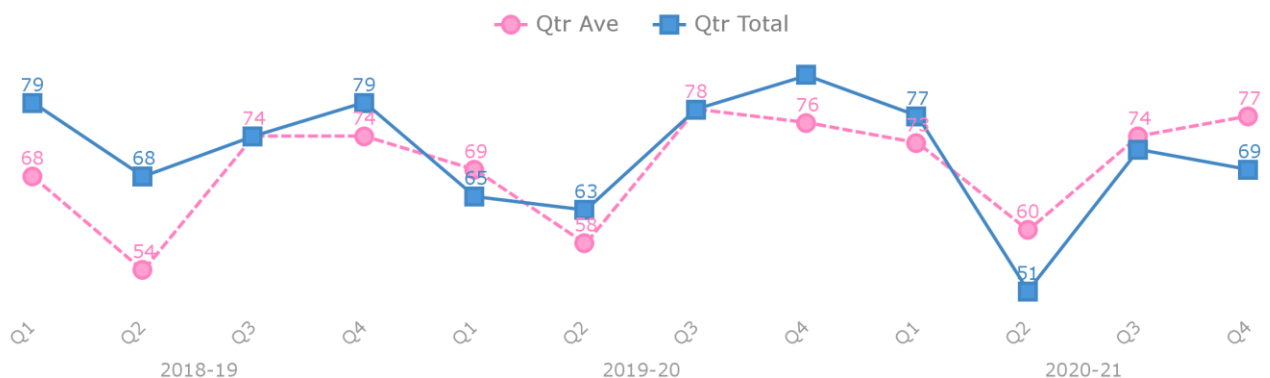
#### Low-Severity



#### 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 as previously mentioned have not been reducing in line with those of low- and medium-severity.

## Glossary of terms and acronyms

<b>Entry</b>	<b>What it means</b>
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

<b>Entry</b>	<b>What it means</b>
IRS	<p>The National Incident Recording System, developed on behalf of the UK Government's Department for Communities and Local Government (DCLG).</p> <p>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.</p>
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	<p>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.</p> <p>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.</p>
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.



<b>Entry</b>	<b>What it means</b>
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/10-21

Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	11 MARCH 2021						
Report Title:	AUDIT / INSPECTION ACTION PLANS AND CLOSING REPORTS UPDATE						
Report Classification:	For Scrutiny	<p style="text-align: center;"><b>Board/Committee Meetings ONLY</b>  <b>For Reports to be held in Private</b>  <b>Specify rationale below referring to</b>  <u><b>Board Standing Order 9</b></u></p>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	<p>The purpose of the report is to provide the Service Delivery Committee (SDC) with an update on the following audit and inspection action plans:</p> <ul style="list-style-type: none"> <li>• Fire Safety and Enforcement</li> <li>• Local Area Inspections National Recommendation Action Plan</li> <li>• Management of Fleet and Equipment</li> <li>• Provision of Operational Risk Information</li> </ul>						
1.2	There are no closing reports to consider.						
<b>2</b>	<b>Background</b>						
2.1	HMFSI inspects and reports on the 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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The SDC is presented with the current Audit and Inspection Overview Dashboard, attached as <b>Appendix A</b> , 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 March and May 2021 are noted below. There are no closing reports to consider as part of this update.						

3.3	<p><b>Fire Safety Enforcement Action Plan</b> The HMFSI report on Fire Safety Enforcement arrangements was published in January 2018. The action plan, previously approved by the Performance Improvement Forum, contains a total of 21 actions to address the issues raised. The action plan is attached as <b>Appendix B</b>.</p>
3.4	<p>The completion of 15 actions have already been agreed by PIF and SMB – these are shaded grey and do not need further scrutiny. SDC is asked to scrutinise the remaining four actions (those in white) and the updates given.</p>
3.5	<p>A further action has been completed during this reporting period, see 3.1.</p>
3.6	<p>Following resource issues and competing demands resulting from Covid-19, work is now starting to progress again for the remaining three actions.</p>
3.7	<p>SDC are asked to note the following:</p> <ul style="list-style-type: none"> <li>• The proposed due dates at 1.1, 14.1 and 15.1 – original due dates were not met due to resource issues.</li> </ul>
3.8	<p>The status of the two deferred actions (6.2 and 9.1 - highlighted yellow) will be reviewed in the next reporting period, with an update for SMB planned in June 2021 and SDC in September.</p>
3.9	<p>The overall RAG rating for this action plan is red due to slip in timescales and is noted as 95% complete (percentage completions are an estimate provided by the action owner).</p>
3.10	<p><b>Local Area Inspections (LAI) National Recommendation Action Plan</b> Local Senior Officers (LSO) have responsibility for the preparation and progress of action plans associated with LAIs. Any national recommendations arising from a LAI, i.e. those that cannot be actioned locally by the LSO, are captured within this action plan. See <b>Appendix C</b>.</p>
3.11	<p>On publication of any new LAI, any new national recommendations will be added to this action plan. This means no end date will be identified for this plan and it will run continuously.</p>
3.12	<p>Currently there are seven actions contained on this plan. These actions have been identified from the Dumfries and Galloway Local Area Inspection and the Edinburgh City Local Area Inspection. Of the seven actions, three have been previously completed and four were live during the reporting period.</p>
3.13	<p>During the quarter, two of the live actions have been completed, see E2 and E9.1.</p>
3.14	<p>SDC are asked to note the following:</p> <ul style="list-style-type: none"> <li>• The revised due dates at DG1 and E5 – original due dates have slipped. DG1 has seen little progress and, due to time slippage, this has gone from an amber to red RAG status. E5 is progressing, although is now late and, as such, a revised due date of April 21 has been proposed.</li> </ul>
3.15	<p>Due to a slight slip in timescales, the overall plan currently has a green RAG status and is 90% complete (percentage completions are an estimate provided by the action owner).</p>
3.16	<p><b>Dumfries and Galloway Local Area Inspection</b> This report was published in February 2020 with a total of 12 actions identified to address the recommendations of the HMFSI report. SDC are not required to scrutinise LAI action plans but are asked to note their progress.</p>

3.17	Against this action plan, currently there are nine completed actions. Two are in progress, and one action is being taken forward as a national recommendation which is noted as 'transferred'. (Also see paragraph 3.9).
3.18	Of the two live actions, no further progress has been made since the last update due to the challenges of COVID-19 on operational activity. Both have a red RAG status.
3.19	As no progress has been made, there is an overall red RAG rating for the action plan, and it is noted as 84% complete (percentage completions are an estimate provided by the action owner).
3.20	<p><b>Edinburgh City Local Area Inspection</b></p> <p>This report was published in June 2020 with a total of 11 actions identified to address the recommendations of the HMFSI report. SDC are not required to scrutinise LAI action plans but are asked to note their progress.</p>
3.21	Against this action plan, there are currently two actions in progress. One of these actions was completed throughout the reporting period. The other one is in progress and will be completed by the end of March. The remaining six actions are being taken forward as national recommendations - noted as 'transferred'. (Also see paragraph 3.9).
3.22	Of those in progress all actions are progressing well and have a green RAG rating. This gives an overall green RAG rating for the action plan, and it is noted as 92% complete (percentage completions are an estimate provided by the action owner).
3.23	<p><b>Fleet and Equipment Action Plan</b></p> <p>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 <b>Appendix D</b>.</p>
3.24	The completion of 27 actions has already been agreed by PIF and 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.
3.25	SDC is asked to scrutinise the remaining 5 actions (those in white), and to raise any issues with the update given.
3.26	This update indicates that two actions have been progressed to completion, see 4b.1 and 25.1.
3.27	<p>SDC are also asked to note and approve the following:</p> <ul style="list-style-type: none"> <li>• The proposed amended action at 31.1 – the progress update commentary proposes that the required RRU review is carried out alongside all firefighting appliances in line with the Operational Strategy Concept of Operations. If accepted, this action can be marked as complete.</li> </ul>
3.28	The overall RAG rating for this action plan is <b>green</b> and is noted as 97% complete (percentage completions are an estimate provided by the action owner).
3.29	<p><b>Operational Risk Information</b></p> <p>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 <b>Appendix E</b>.</p>

3.30	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.
3.31	Progress this quarter has been limited and no further recommendations have been completed within the reporting period.
3.32	SDC are also asked to note and approve the following: <ul style="list-style-type: none"> <li>The revised due dates proposed for actions 1.2, 1.3, 1.4 and 7.2 - due to postponement UK-wide Emergency Services Mobile Communications Programme. All proposed due dates have been marked in red for ease.</li> </ul>
3.33	The overall RAG rating for this action plan is <b>red</b> due to the original due dates not being met and is noted as 92% complete (percentage completions are an estimate provided by the action owner).
<b>4</b>	<b>Recommendation</b>
4.1	The SDC is invited to: <ul style="list-style-type: none"> <li>Note the progress of all action plans as presented in the audit and inspection dashboard, attached as <b>Appendix A</b>.</li> <li>Scrutinise the Fire Safety Enforcement action plan, attached as <b>Appendix B</b>, raise any concerns with the update provided and agree the revised due dates.</li> <li>Scrutinise the Local Area Inspection action plan, attached as <b>Appendix C</b>, raise any concerns with the update provided and agree the revised due dates.</li> <li>Scrutinise the Management of Fleet and Equipment action plan, attached as <b>Appendix D</b>, raise any concerns with the update provided and agree the proposals.</li> <li>Scrutinise the Provision of Operational Risk Information action plan, attached as <b>Appendix E</b>, raise any concerns with the update provided, and agree the proposals.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	There are no risks associated with the recommendations of this report.
5.2	<b>Financial</b>
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	<b>Training</b>
5.6.1	There are no training implications associated with the recommendations of this report.
5.7	<b>Timing</b>
5.7.1	Each HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.

5.8	<b>Performance</b>
5.8.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	There is no implication associated with the recommendations of this report.
5.10	<b>Legal</b>
5.10.1	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.
5.11	<b>Information Governance</b>
5.11.1	A DPIA is not required for this report.
5.12	<b>Equalities</b>
5.12.1	An Equality Impact Assessment is not required for this this report.
5.13	<b>Service Delivery</b>
5.13.1	The contents of this update report do not impact upon Service Delivery.
<b>6</b>	<b>Core Brief</b>
6.1	N/A
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A - Audit and Inspection Dashboard
7.2	Appendix B – Fire Safety Enforcement Action Plan
7.3	Appendix C – Local Area Inspection National Recommendations action plan
7.4	Appendix D - Management of Fleet and Equipment action plan
7.5	Appendix E - Provision of Operational Risk Information action plan
<b>Prepared by:</b>	Louise Patrick, Planning and Performance Officer
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Planning
<b>Presented by:</b>	Richard Whetton, Head of Governance, Strategy and Planning
<b>Links to Strategy and Corporate Values</b>	
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.	

<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	<i>24 March 21</i>	<i>For Recommendation (Fire Safety Enforcement and Local Area Inspection National Recommendations)</i>
<i>Senior Management Board</i>	<i>19 May 21</i>	<i>For Recommendation (Fleet and Equipment Operational Risk Information)</i>
<i>Service Delivery Committee</i>	<i>26 May 21</i>	<i>For Scrutiny.</i>



## APPENDIX A

## 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	May-21	Aug-21	0	3	0	31	0	2	97%	

## HMFSI Thematic 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
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	Mar-21	Jun-21	0	3	2	16	0	0	95%	
Feb-2019	Provision of Operational Risk Information.	SDC	Mar-22		25	May-21	Aug-21	0	5	0	20	0	0	92%	
May-2019	Management of Fleet and Equipment.	SDC	Mar-22		38	May-21	Sep-21	0	1	0	29	0	8	97%	
Mar-2020	Training of RDS Personnel.	SGC	Mar-23		31	May-21	Oct-21	0	12	5	14	0	0	77%	

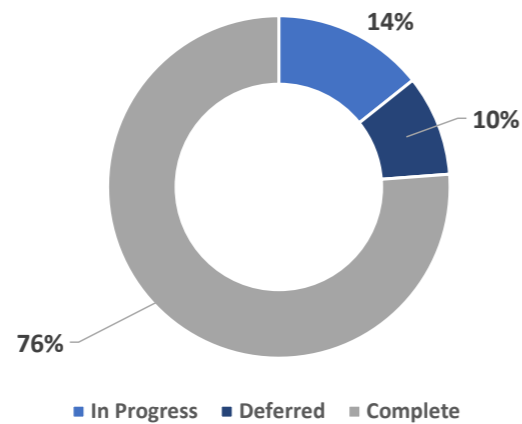
## HMFSI Local Area Inspection Reports Progress Dashboard

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	Mar-21	Jun-21	0	2	0	5	0	0	90%	
Feb-20	Dumfries and Galloway	N/A	Jun-21		12	Mar-21	Jun-21	0	4	0	7	1	0	84%	
Jun-20	Edinburgh City	N/A	Apr-21		11	Mar-21	Jun-21	0	5	0	0	6	0	92%	

HMFSI Fire Safety Enforcement - Action Plan Progress

Updated	Next Update
Mar-21	Jun-21

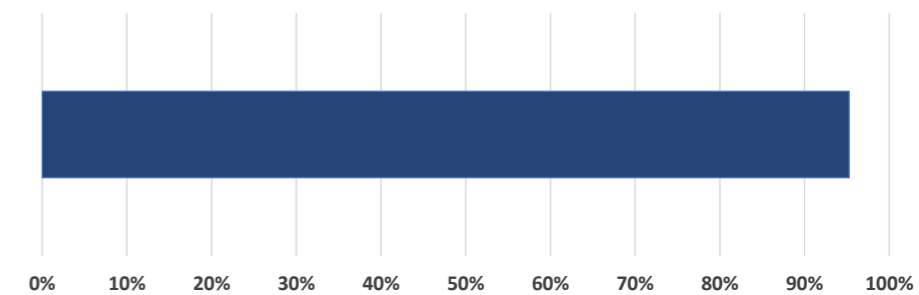
Status	Count
In Progress	3
Deferred	2
Complete	16



In Progress RAG Rating



Overall Progress 95%



HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
1. Fire Safety Enforcement is not fully transparent for dutyholders or members of the public. The Scottish Regulators Strategic Code Of Practice requires the Scottish Fire and Rescue Service to publish clear risk assessment methodologies and risk ratings and review these regularly.	1.1	Fire Safety Enforcement Policy Framework detailing the methodologies to be published on the internet site. Work undertaken by Local Senior Officer areas with their Local Enforcement Delivery Plans will also be published here.	GM C.Getty	Sep-19	Apr-21	In Progress	16 Dec 2020: The Fire Safety Enforcement Policy framework is considered outdated, however, a review is almost complete. It is anticipated that an updated version of the policy will be published early next year. In the meantime, a draft Business Safety page for the SFRS website has been developed and will be published by the end of December. A revised due date of April 21 is proposed. <b>24 March: The Business Safety page on the SFRS website has been updated and now houses Local Enforcement Delivery Plans, including methodologies for auditing. Fire Safety Enforcement Policy Framework is being reviewed by Functional Management Team prior to potential consultation or publishing. Minor amendments may be required to reflect changes in currently drafted Scottish Government revisions to the Strategic Enforcement Guidance for SFRS. The RAG remains red due to the time slippage.</b>	95%		Red	
3. Proactively make its fire safety audit procedure and guidance available on the SFRS website.	3.1	Redesign internet site pages for "For Businesses" and incorporate guidance in an information library.	GM C. Getty	Oct-19		Complete	16 Dec 2020: Local Enforcement Delivery Plans have been finalised with areas and passed for publishing on a revised page for businesses on the SFRS website. This action will be completed by the end of December. <b>24 March: The SFRS Internet site has been updated with guidance and Local Enforcement Delivery Plans for each Local Senior Officer area. This will be kept under review and additional guidance issued as necessary to maintain transparency. This action is now complete and the RAG status has moved from Amber to Green.</b>	100%	Jan-21	Green	<a href="#">Local Enforcement Delivery Plan Template</a>

14. There is a policy void which offers some risk to the Service. The Service should strengthen and document its policy, and procedures where relevant, in respect of; the other legislation referred to in section 3; the determination of disputes; and Alterations Notices.	14.1	Develop and publish procedure detailing the Enforcement, including for Alterations Notices and appeals procedures for Scottish Fire and Rescue Service and the disputes procedure in accordance with the Fire (Scotland) Act.	GM C. Getty	Oct-19	May-21	In Progress	16 Dec 2020: Due to resourcing issues and competing workloads within Fire Safety Enforcement and Legal this action remains outstanding and is subject to ongoing discussion. Due to the time slippage, this action has now been given a red RAG status. <b>24 March: Details on procedures for disputes have been published on the 'For Businesses Page' of the SFRS internet. The Enforcement Procedure has been delayed further due to outcomes following the Cameron House Fire Investigation, discussions with the Crown Office and Procurator Fiscal Service and amendments to guidance are due out from the Scottish Government. Due to the time slippage this action remains at red RAG status and revised due date of May-21 has been proposed.</b>	85%			
15. The Service should introduce a protocol explaining its relationships and involvement in fire safety in major sports grounds and ensure that its staff follow this protocol and work in line with the responsibilities in Part 3 of the 2005 Act.	15.1	Provide a consistent policy within Scottish Fire and Rescue Service for the support, if required, to Local Authorities in the inspection and adequacy of fire safety within sports grounds.	GM C. Getty	Dec-19	Dec-21	In Progress	16 Dec 2020: City of Glasgow Local Senior Officer Area are continuing to work closely with Glasgow City Council on this issue. However, progress has been delayed due to staffing issues within the local authority and an ability to agree boundaries of powers in stadia. Due to the time slippage, this action has now been given a red RAG status. <b>24 March: Drafted Memorandum of Understanding submitted to SFRS by Glasgow City Council about the regulation of safety within sports grounds. This is still being reviewed and will form part of wider discussions with Legal and COSLA to ensure a consistent approach. Progress had been previously delayed due to staffing issues within the local authority and an ability to agree boundaries of powers in stadia. Due to the time slippage, this action remains at red RAG status and a revised due date has been proposed. At this moment in time, the exact work required to complete this action remains uncertain whilst we await discussions with COSLA. It is, however, anticipated that this action will be completed by the end of the year regardless of the route forward.</b>	30%			
6. There is a disconnect between policy, the scheduling of fire safety audits and performance reporting and we recommend that Scottish Fire and Rescue Service uses the same system for both scheduling and reporting and that this should be based on relative risk scores using the categories and methodology used by the Scottish Fire and Rescue Service in the annual fire safety statistical bulletin.	6.2	Research and determine the suitability of a new methodology for the programming of further audits following an initial assessment. Current methodology is dated and utilises Fire Service Emergency Cover (FSEC) risk data which is no longer supported. This will require new scoring of audit form, calculation of data and evidence based risk information to feed in to an overall score for future audits	GM C. Getty	Mar-20		Deferred	17 June 2020: The system and Risk Based Inspection Programme has been reviewed and some improvements made. This action has been progressed as far as possible for now. As at 6.1 further development work will continue through the NFCC, the timescale for which is out with our control. <b>This action will be noted as Deferred and will be reviewed by June 2021 to establish new timescales for completion.</b>				Development work to progress this action is being carried out by the NFCC and, as such, the timescales are out with our control. <b>This action will be noted as Deferred and will be reviewed by June 2021 to establish new timescales for completion.</b>
9. The terminology used in the SFRS premises risk methodology needs to be changed to improve understanding and remove inconsistency. Specifically the Service should abandon the use of risk band names and generic premises names – both of these currently allow misinterpretation or misunderstanding.	9.1	Scope the potential for categorising premises and risk bands and how risk is calculated. Any change to risk calculations will require extensive supporting evidence and a public consultation. Scope the possibility of reporting by risk levels as opposed to risk bands where considered to remain an appropriate way of categorising risk.	GM C. Getty	Mar-20		Deferred	17 June 2020: The terminology for risk banding is underpinned within our evidence based RBIP for the time being. This action has been progressed as far as possible just now. As at 6.1 further development work will continue through the NFCC, the timescale for which is out with our control. <b>This action will be noted as Deferred and will be reviewed by June 2021 to establish new timescales for completion.</b>				Development work to progress this action is being carried out by the NFCC and, as such, the timescales are out with our control. <b>This action will be noted as Deferred and will be reviewed by June 2021 to establish new timescales for completion.</b>
2. Produce fire safety audit guidance which is clear and understandable for dutyholders.	2.1	Pre audit letter to be designed to detail process of audit and what to expect.	GM C. Getty	Mar-18		Complete		100%		✓	Pre audit letters developed, published and are being sent to Dutyholders by Fire Safety Enforcement Teams.

2. Produce fire safety audit guidance which is clear and understandable for dutyholders.	2.2	Local Enforcement Delivery Plans to incorporate audit methodology and be published by Local Senior Officers once created for the forthcoming year.	GM C. Getty	Sep-19		Complete		100%	Apr-20	✓	LEDP template detailing audit guidance and methodology has been produced and being used by LSO areas to plan forthcoming audit activity. In addition, a pre audit letter has been created and should be issued prior to audits explaining full audit process to Dutyholders.
4. SFRS to improve its written communication with duty holders in line with the Scottish Regulators Strategic Code of Practice requirement to communicate effectively. The Service should also introduce changes to address the issues regarding letter content, listed in section 4.5 of the HMFSI report.	4.1	Plan training events for all Local Senior Officer areas, emphasising the need for clear communications and avoidance of additional information that may be supplementary to any audits put on letters following visits or other reason for contact. Where recommendations are made by Fire Safety Enforcement Officers, explanations of why they are made should be given.	GM C. Getty	Apr-19		Complete		100%		✓	Training event carried out. P&P Directorates provides support as required. Letters have been drafted and new templates ensure clarity between any requirements and recommendations made. Feedback site created and dutyholders informed.
4. SFRS to improve its written communication with duty holders in line with the Scottish Regulators Strategic Code of Practice requirement to communicate effectively. The Service should also introduce changes to address the issues regarding letter content, listed in section 4.5 of the HMFSI report.	4.2	FSE Directorate team to support local areas in production of further templates and give guidance where required	GM C. Getty	Mar-18		Complete		100%		✓	Templates amended and distributed to areas. Further training and guidance will continue to be delivered at Service Delivery Area meetings.
5. The priority and scheduling of fire safety audits is fragmented with different and conflicting statements and systems, and inconsistent practice at a local level. The Service should ensure that its national priority-setting is followed locally. And while PPED is a useful resource for recording fire safety audits, if it is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.	5.1	1. Ensure statement of requirements for new enforcement database system is reflected when user testing is carried out promoting audit workloads for officers according to risk. Current system has information relating to framework premises and audit dates that must be transferred to new system when operational. As a catch all, Local Senior Officer areas must identify all Policy Framework premises and ensure the system promotes them for audit.	GM C. Getty	Apr-19		Complete		100%		✓	New PPED System is now live and operational for recording FSE activity. Information has been transferred successfully from the legacy system.
5. The Service should ensure that its national priority-setting is followed locally. If PPED is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.	5.2	Ensure Local Senior Officers take accountability for identifying local risk and incorporating Directorate guidance (Core Audit Activity) into the Local Enforcement Delivery Plans.	GM C. Getty	Jul-18		Complete		100%		✓	Policy Framework and template Local Enforcement Delivery Plans developed and distributed. Statement of Requirements completed for new PPED system.

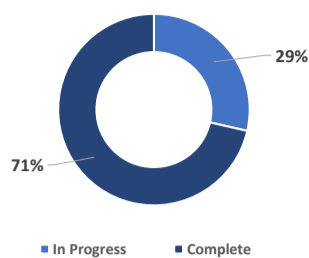
5. The Service should ensure that its national priority-setting is followed locally. If PPED is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.	5.3	The methodology for the rescheduling of audits will be reviewed to determine whether there is a more appropriate means to prioritise risk. Following this review, the new PPED system will reflect any changes and resources within Fire Safety Enforcement reviewed to ensure sufficient personnel are available in the right places to address local risk. This risk based resourcing will be evidence led. (Linked to Recommendation 6).	GM C. Getty	Mar-20	Complete		100%	Jun-20	✓	PPED 2 system (Access restricted to users only) SFRS Gazetteer Reporting tool training document supporting local development of LEDPs.
6. There is a disconnect between policy, the scheduling of fire safety audits and performance reporting and we recommend that Scottish Fire and Rescue Service uses the same system for both scheduling and reporting and that this should be based on relative risk scores using the categories and methodology used by the Scottish Fire and Rescue Service in the annual fire safety statistical bulletin.	6.1	Scope the potential for categorising premises and risk bands and how risk is calculated. Any change to risk calculations will require extensive supporting evidence and a public consultation. Scope the possibility of reporting by risk levels exposed to risk bands where considered to remain an appropriate way of categorising risk.	GM C. Getty	Mar-20	Complete	17 June 2020: Although this action is complete, further development work will continue with NFCC and other partner FRS to determine a consistent and national approach that is flexible to specific FRS across the country that will direct and inform a revised SFRS risk based inspection program. <b>To monitor further developments, this action will be noted as an archived action and will be revisited by June 2021.</b>	100%	Apr-20	✓	Statistical performance reporting by PDS due to be released for 2020. (Email from PDS confirming the action has been resolved) LEDP Template and completed delivery plans. Release of PPED2 system in April 2019.
7. There is a substantial amount of enforcement effort made in respect of premises which have relatively adequate fire safety measures and/or have low levels of relative risk. The Service should place less emphasis on auditing such premises.	7.1	Ensure templates for Local Enforcement Delivery Plans are distributed and support areas in their formulation for the forthcoming year. Support Prevention and Protection Managers through Local Performance Meetings and Prevention & Protection Managers meetings with reports demonstrating the resultant risk from audits where Fire Safety Enforcement Officers are being deployed.	GM C. Getty	Jul-18	Complete		100%		✓	Local Enforcement Delivery Plan templates have been produced and disseminated to Local Senior Officer Areas. Support given to Prevention and Protection Managers with local support meetings available upon request.
8. The Service should place less emphasis on quantity (the use of personal fire safety audit targets) and place more emphasis on quality of work and effectiveness.	8.1	Incorporate into training events the focus for quality of audit detail in the reports and look at ways that will allow more time to complete paperwork following audits such as mobile platforms.	GM C. Getty	Mar-19	Complete		100%		✓	Guidance given to areas to reduce the number of lower risk audits and this has been assisted by the recent House Multiple Occupancy (HMO) auditing procedure. New PPED system will allow capability for mobile platforms.
10. The Service should continue to move towards the conversion of uniformed enforcement posts to non-uniformed, and introduce career progression opportunity for non-uniformed staff.	10.1	Determine where Local Senior Officer areas cannot fill their current structure within Fire Safety Enforcement and consider alternative options to expand upon the non-uniformed cadre of officers.	GM C. Getty	Jun-19	Complete		100%		✓	A review has been undertaken and analysis of vacancies that can support delivery in areas. Local LSO areas are continuing to advertise like for like to maintain a blend, though have increased the ratio of non uniformed to uniformed where attraction of posts have been difficult. This will remain dynamically reviewed and form part of the overall P&P review in the following year period, in line with competency and risk rating review.

11. Uniformed enforcement staff should maintain their operational competency within the relevance of their role map to add to the resilience of the Service and these staff should provide operational cover when needed.	11.1	Confirm current position with Training and Employee Development. Look to develop a consistent policy and procedure for all non-operational uniformed staff to maintain their operational competence.	GM C. Getty	Feb-19		Complete		100%		✓	Training have now issued courses to initial tranche of FSE staff and are continuing to design courses that will maintain operational capacity within FSE.
12. The Scottish Fire and Rescue Service should look to create a guidance framework that would allow a more formal approach to continuing professional development and this should include Fire Safety Enforcement staff.	12.1	Enhance development of the E-Learning tool and communicate with Training and Employee Development regarding the provision of class based training. Prevention and Protection Directorate will lead on specific training events to assist with Continuous Professional Development and knowledge building in specialist subjects such as fact finding, evidence gathering and consistent forming of Notices.	GM C. Getty	Mar-19		Complete		100%		✓	FSE CPD events delivered. A number of external CPD events offered to assist with staff development. Staff expected to undertake further study to achieve a qualification and to maintain their CPD and competence.
13. The Scottish Fire and Rescue Service approach to the promotion of non-domestic fire safety through work other than inspections has been modest in comparison to active enforcement audit work. We recommend that the Scottish Fire and Rescue Service considers a more proactive approach to the use of campaign and awareness activity.	13.1	Develop strategy on what is to be communicated and when. Further details to be provided on internet site as before and release communications on good news stories and actions taken by the service, such as those who have been prosecuted. Topics to include Unwanted Fire Alarm Signals, Fire Risk Assessments and an overview of Scottish Fire and Rescue Service enforcement and its delivery within communities.	GM C. Getty	Sep-19		Complete		100%		✓	Social media feeds established. Engagement sessions held with sectors including AirBnB, Scottish Association of Self Caterers and Colleges and Universities.
16. The Service should maintain a capability and capacity for investigating and reporting to the Procurator Fiscal Service on serious blatant breaches where the enabling approach to enforcement has not worked. The Service should actively pursue relevant cases when they arise. The Scottish Fire and Rescue Service Board should actively monitor the Service's performance in this regard and should receive regular reports on the number and outcome of cases considered and referred for prosecution.	16.1	Develop further relationships with the Procurator Fiscal and support areas in reporting those who have breached the legislation following consideration of the ScoP.	GM C. Getty	Mar-19		Complete		100%		✓	Directorate personnel are engaged with the Procurator Fiscal (PF). Enhanced access to the reporting site of the PF established.

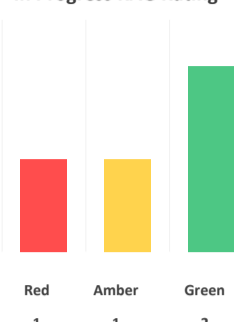
HMFSI National Recommendations from Local Area Inspection Report - Action Plan Progress

Updated	Next Update
Mar-21	Jun-21

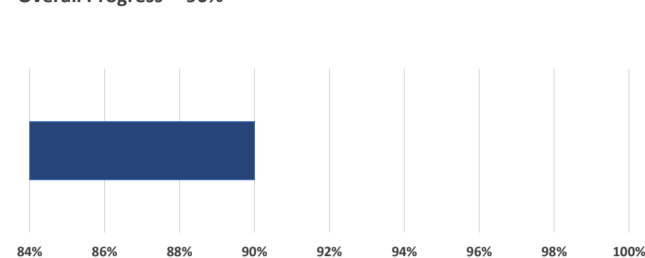
Status	Count
In Progress	2
Complete	5



In Progress RAG Rating



Overall Progress 90%

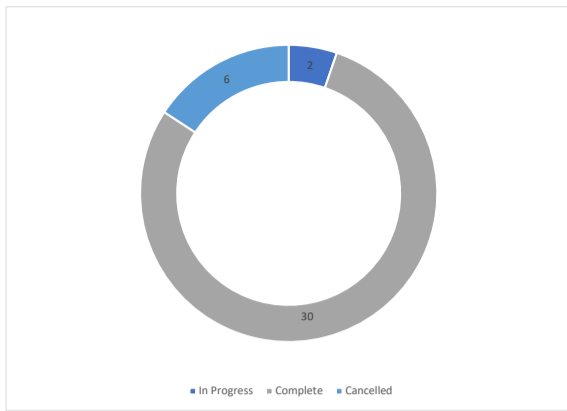


HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
Dumfries and Galloway Feb 2020 1. The LSO should create a succession plan for replacing fire safety enforcement staff.	DG 1	Create a succession plan for replacing fire safety enforcement staff.	Group Commander P&P	Jun-20	Jun-21	In Progress	16 Dec 2020: Watch Commander transferred to Fire Safety Enforcement on 7 December, awaiting Fire Safety Modules to be delivered at a national level. Two Crew Commanders on waiting list for modules to provide area resilience and request will be submitted through Training Needs Analysis process. One qualified Crew Commander continues to be available to provide short term cover. <b>24 March 2021: Personnel outlined above still awaiting resumption of delivery of Fire Safety Modules. As the due date has passed, a revised due date has been proposed and the RAG remains at red due to the slippage in timescales.</b>	80%		Red	
Edinburgh City June 2020 2. The LSO should also engage with those centrally responsible for the SFRS's BA operational policy document in order to review section 20.2.5 of version 6, 2019 and remove the contradiction contained in its wording. The Service should also issue an Awareness Briefing, or similar communication, to its operational personnel advising them of the potential to accidentally switch off the BA radio.	E 2	Liaise with R&R re policy review of BA Operational Policy and issue an Awareness Briefing.	AC Rogers/GC Acton	Dec-20		Complete	16 Dec 2020: As per above update - awaiting written decision from Response and Resilience. <b>24 March: This action is now complete. AC Murdoch from Response and Resilience has agreed amended wording for the BAPOG. It has also been agreed that no Awareness Briefing is required regarding the BA Radio as this was an isolated incident.</b>	100%	Mar-21	Green	<a href="#">Section 20.2.5 of the revised BAPOG issued for familiarisation on 3/3/21 includes amendments.</a>
Edinburgh City June 2020 5. The LSO should, in consultation with colleagues responsible for the MORR policy, assess the impact and appropriateness of the maximum speed policy on drivers in relation to the 20 mph speed limited roads in Edinburgh.	E 5	Liaise with H&S re the MORR Policy section.	AC Rogers	Dec-20	Apr-21	In Progress	16 Dec 2020: No further progress has been made during this reporting period due to Covid-19 related resource issues. <b>24 March: The Local Senior Officer has requested that this be put on the agenda at the next Drivers Safety Group meeting. To be discussed with Julie Harkins on 9 March 21. This action remains amber and a revised due date has been proposed.</b>	50%		Amber	Email from AC Rogers to Derrick Watson and Julie Harkins dated 3/8/20.
Edinburgh City June 2020 9. The LSO should liaise with the Response and Resilience Directorate with a view to improving the policy around the mobilisation of the line rescue resource.	E 9.1	Discuss with R&R re the standard requirement to mobilise all Tollcross Appliances in support of a neighbouring team when their deficiency is small and could be met by one appliance.	AC Rogers	Sep-20		Complete	16 Dec 2020: City of Edinburgh can now use discretion in terms of mobilising the Tollcross Rope Rescue capability to ensure that the appropriate support is sent rather than a blanket sending of the whole station appliances. <b>24 March: This action is now complete. City of Edinburgh fully implementing this discretion with no further issues raised at Station level.</b>	100%		Green	Email Trail
Edinburgh City June 2020 4. The LSO should also engage with those centrally responsible for the system to ensure that processes are put in place to automatically 'flag up' overdue records to local managers.	E 4	Contact R&R to raise specific issue re the OI database	GC McDermott	Aug-20		Complete	<b>15 Sept 2020:</b> Interim measures are now in place to monitor records and requirements to update. Liaising and working with ICT to provide long term solution to highlight on a rolling monthly basis, records requiring updates.	100%	09/06/2020	Green	Email from AC Sharp dated 9/6/20
Edinburgh City June 2020 9. The LSO should liaise with the Response and Resilience Directorate with a view to improving the policy around the mobilisation of the line rescue resource.	E 9.2	Liaise with R&R re the provision of a dedicated Line Rescue vehicle for Tollcross Station.	AC Rogers	Aug-20		Complete	<b>15 Sept 2020:</b> Business case was produced and considered at a strategic level, however, was not progressed. Multiple business cases put forward with limited funding available. No further action available at this time.	100%	09/06/2020	Green	Email From AC Sharp R&R, dated 9/6/20 with spreadsheet detailing response.
Edinburgh City June 2020 10. The LSO should seek clarification from procurement colleagues and national TED of the reason for the cancellation of the procurement and what remedial action, if any, will be taken nationally to deliver the intended increase in driver training provision to help resolve the shortage of drivers.	E 10	Discuss with TED National re the cancellation of the externally provided LGV courses and what the plan is to meet the additional training courses needed.	AC Rogers	Dec-20		Complete	16 Dec 2020: Following analysis carried out between April and September 2018 regarding driver shortages within SFRS, the Training, Safety and Assurance Directorate put together a Business Case for £200k to outsource the CAT C part of the Driver Training Pathway. This business case was successful and training will be delivered accordingly.	100%		Green	Email trail from GC McCurry dated 24 August 2020.

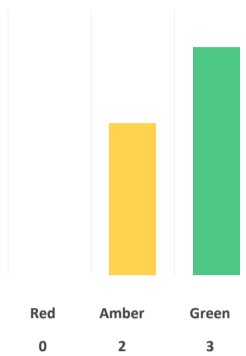


HMFSI Fleet & Equipment - Action Plan Progress

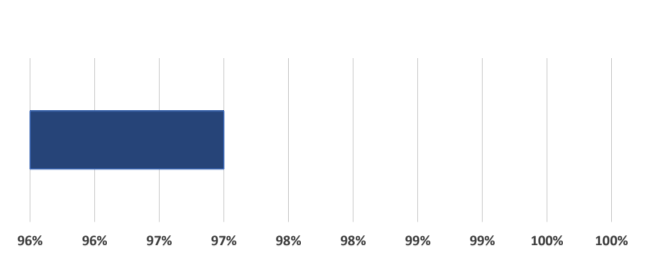
Status	Count
In Progress	2
Complete	30
Cancelled	6



In Progress RAG Rating



Overall Progress 97%



Updated	Next Update
May-21	Aug-21

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	Complete	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. <b>19 May 21: This action is now complete. A paper has been completed on average age of Reserve fleet after the implementation of 30 new pumps across the Service.</b>	100%	May-21	Green	Average Age of Fleet Paper.
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	17 February 2021: ICT works underway to introduce Wi-Fi connectivity into all four workshop sites. This work is due to be completed by the end of May 2021 and a revised due date is requested. <b>19 May 21: The WIFI Rollout is in progress throughout the four Asset Resource Centres. It is anticipated that the work will be completed by the end of May 21.</b>	95%		Green	
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 Imprest 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	Complete	17 February 2021: The impress stock clarification with Tech-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. <b>19 May 21: This action is now complete. The review has been undertaken and consultation has taken place with the Tech-One Administrator and it has been confirmed that the current configuration of Tech-One does not support impress stock. However, this will be reviewed when the new integrated People, Training, Finance and Assets System is implemented over the next few years.</b>	100%	May-21	Green	
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	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. <b>19 May 21: Four new Driver posts have been requested to resource a new national procedure which will transfer responsibility for movement of vehicles from mechanics to drivers. These posts have been agreed by the Strategic Leadership Team and recruitment will now progress accordingly. This action has been marked amber as the revised due date has passed.</b>	85%		Amber	
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	<b>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).</b> <b>Amend to:</b> <b>Carry out post implementation evaluation in line with Operational Strategy Concept of Operations.</b>	David Farries	Mar-22		Complete	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. <b>19 May 21: Operational Strategy Framework now produced and includes all aspects of evaluation of firefighting appliances and extinguishing media. This update supersedes this action and we request that RRUs are included and considered alongside all appliances and equipment in the relevant Operational Strategy Concept of Operations action. If agreed, this action can be closed.</b>	100%		Green	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		100%	Sep-20	Green	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	Green	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%		Green	Communications has taken place with all Fleet employees to ensure that they are aware of their roles and understand their reporting lines.
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				Green	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%		Green	Asset Management Liaison Board takes 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 trialed 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		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 breach in standing orders and procurement legislation.
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		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 Services 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.

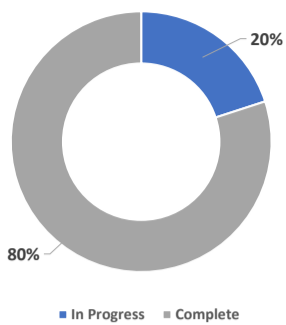
14a. The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.	14a.1	A succession plan will be developed and a report presented to Director of FCS for consideration.	Scottish Fleet Manager	Mar-20		Complete		100%		✓	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.
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		100%			KPIs
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		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		100%	Mar-20	✓	
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		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.
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
May-21	Aug-21

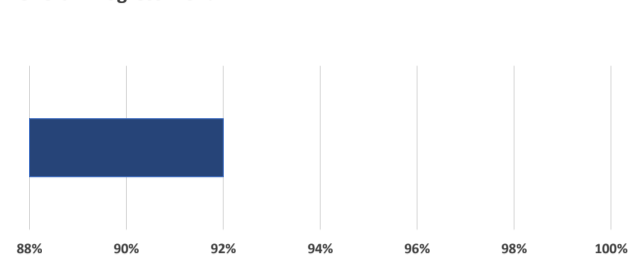
Status	Count
In Progress	5
Complete	20



In Progress RAG Rating



Overall Progress 92%



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	Sep-21	In Progress	17 February 2021: Technical solution developed by third party and positive discussions have taken place with Scottish Government re: funding of the solution. <b>19 May 21: Integration work has commenced with the technical on boarding work with the Programme. This requires all network addresses to be declared if they will be used for the Emergency Services Network. The Applications Lead is an active member of the Emergency Services Mobile Communications Programme (ESMCP) Working Group. Regular liaison with the Command and Control Futures Project Manager is taking place. The Operations Control lead and Security Accreditor are also members of the Working Group. Code of Connection work has commenced. Due to previous action slippage, a new due date has been proposed. This action has moved from amber to red due to time slippage.</b>	60%		Red	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	Fully integrate OI information into ESMCP Mobilising System.	Andy Mosley	Mar-20	Mar-23	In Progress	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. <b>19 May 21: Engagement with In-Vehicle Devices team is in place, the first of the ESMCP fixed Vehicle Device is due to be released for trial purposes in October 2021. A trial fit out and assessment of the environment within the vehicle cab will take place with all stakeholders at this time. Detailed vehicle device installation plans are available on the sharepoint site and have been shared with Research and Development staff. ESMCP timescale has slipped to 2024 and a new due date has been proposed to reflect this. This action has moved from amber to red due to time slippage.</b>	25%		Red	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	Sep-21	In Progress	17 February 2021: Technical solution developed by third party and positive discussions have taken place with Scottish Government re: funding of the solution. <b>19 May 21: Technical enrolment has commenced. This proceeds the IT Health Check then the Code of Connection, the accreditor and the Project Manager meet on a weekly basis. Following previous action slippage, a new due date has been proposed to complete. This action has moved from amber to red due to time slippage.</b>	60%		Red	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	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. <b>19 May 21: Work ongoing with ICT in relation to developing device security arrangements. This needs to be completed prior to deploying vehicle risk information on the tablet. This action has moved from amber to red due to time slippage.</b>	85%		Red	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	Sep-21	In Progress	17 February 2021: Technical solutions continue to be scoped by the In-Vehicle Systems Project. <b>19 May 21: This work continues as the capability to update the OS Tablet via the Secure Emergency Service Network both at Station and at Incident scene is one of the key business benefits of the ESMCP. Due to previous time slippage, a new due date has been proposed. This action has moved from amber to red due to time slippage.</b>	70%		Red	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%		Green	Formal meeting took place on 31 July 2019 with plan to progress out in place.
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%		Green	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	Green	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 in 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.
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 with 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

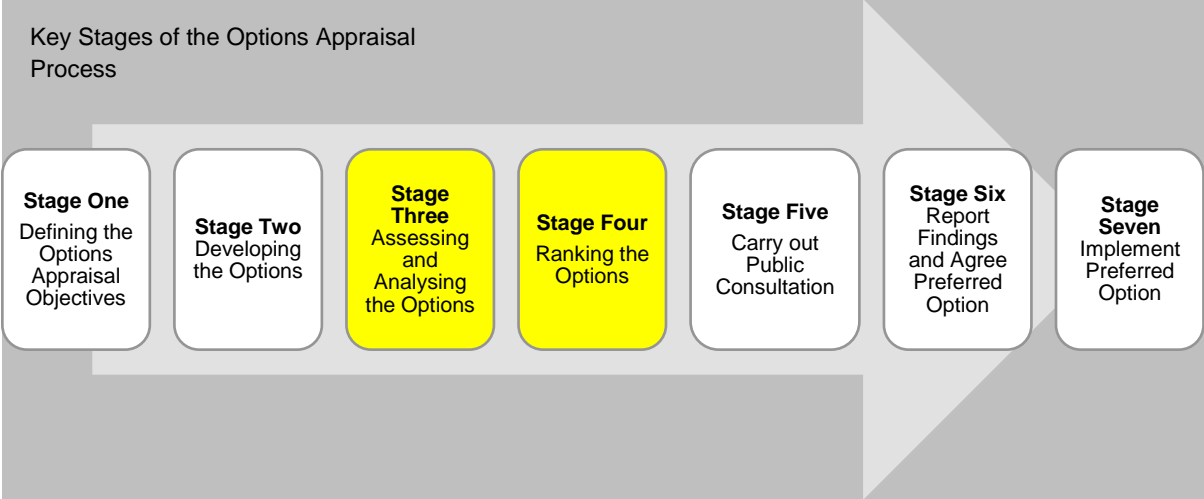


Report No: C/SDC/11-21

Agenda Item: 8.3

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 MAY 2021						
Report Title:	UNWANTED FIRE ALARM SIGNALS (UFAS) REVIEW PROJECT – UPDATE REPORT						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
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: <ul style="list-style-type: none"> <li>• Mainstreaming best practice UFAS initiatives across the country, and</li> <li>• Consolidating the SFRS' overall approach to managing UFAS.</li> </ul>						
2.2	In consolidating the Scottish Fire and Rescue Service's (SFRS) overall approach to managing UFAS, the Protection and Prevention (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: <ul style="list-style-type: none"> <li>• Implementing the recommendations for improvement.</li> <li>• Prioritising the recommendations for change, with efforts concentrated on assessing viable options for responding to automatic fire alarms (AFA).</li> </ul>						



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 within the project.															
<b>3</b>	<b>Main Report/Detail</b>															
3.1	<b>Implementing the Recommendations for Improvement</b>															
3.1.1	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 <b>Appendix A</b> of the report, provided a current position for each recommendation. The table below illustrates a summary of progress and at the UFAS Review Project Board Meeting on 12 May, the RIWG reported all actions against the 13 recommendations for improvement are now complete.															
3.1.3	<table border="1" data-bbox="276 707 1479 902"> <thead> <tr> <th>Status Against Due Date</th> <th>Quarterly Progress from previous update - 26/02/2021</th> <th>Quarterly Progress to date - 26/05/2021</th> </tr> </thead> <tbody> <tr> <td>Complete</td> <td>10</td> <td>13</td> </tr> <tr> <td>On target</td> <td>3</td> <td>0</td> </tr> <tr> <td>May not be completed</td> <td>0</td> <td>0</td> </tr> <tr> <td>Behind schedule</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Status Against Due Date	Quarterly Progress from previous update - 26/02/2021	Quarterly Progress to date - 26/05/2021	Complete	10	13	On target	3	0	May not be completed	0	0	Behind schedule	0	0
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3.2	<b>Assessing Viable Options for Responding to AFA's</b>															
3.2.1	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.															
3.2.2	Based on the key stages of the options appraisal process illustrated at Section 3.2.3, the RCWG have recently concluded Stages Three and Four, and is on target when assessed against the project timeline. The following sections, therefore report on the outcomes of these two stages and through a review of these outcomes, they outline actions and considerations for further developing the options,															
3.2.3	 <p>The flowchart titled 'Key Stages of the Options Appraisal Process' shows seven sequential stages in rounded rectangular boxes:</p> <ul style="list-style-type: none"> <li><b>Stage One</b>: Defining the Options Appraisal Objectives</li> <li><b>Stage Two</b>: Developing the Options</li> <li><b>Stage Three</b>: Assessing and Analysing the Options (highlighted in yellow)</li> <li><b>Stage Four</b>: Ranking the Options (highlighted in yellow)</li> <li><b>Stage Five</b>: Carry out Public Consultation</li> <li><b>Stage Six</b>: Report Findings and Agree Preferred Option</li> <li><b>Stage Seven</b>: Implement Preferred Option</li> </ul>															

3.2.4	<u>February 2021: Staff &amp; Stakeholder Workshop</u>										
3.2.5	On 24 February, groups of staff and stakeholders classified as high influence/influence interest participated in a Zoom online workshop. The purpose of the workshop was to evaluate the benefits and risks of each of the shortlisted options for responding to AFA's. To achieve this, the options were evaluated against set assessment criteria, then scored and ranked by the participants. The shortlisted options are summarised in <b>Table One</b> below.										
3.2.6	<p><b>Table One</b></p> <table border="1"> <tr> <td data-bbox="276 456 491 486">Option 1</td> <td data-bbox="499 456 1497 486">Maintaining a Status Quo (baseline comparator)</td> </tr> <tr> <td data-bbox="276 497 491 526">Option 2</td> <td data-bbox="499 497 1497 557">COVID-19 Interim Response – immediate blanket one pump response. Exemptions apply to high risk premises</td> </tr> <tr> <td data-bbox="276 568 491 598">Option 3</td> <td data-bbox="499 568 1497 831">           Call challenge all AFA's from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response:           <ul style="list-style-type: none"> <li>• Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>• All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul> </td> </tr> <tr> <td data-bbox="276 842 491 871">Option 4</td> <td data-bbox="499 842 1497 969">Call challenge all AFA's from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).</td> </tr> <tr> <td data-bbox="276 981 491 1010">Option 5</td> <td data-bbox="499 981 1497 1245">           Non-attendance to all AFA's from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. Sleeping risk premises are exempt from non-attendance and will receive the following immediate response:           <ul style="list-style-type: none"> <li>• Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>• All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul> </td> </tr> </table>	Option 1	Maintaining a Status Quo (baseline comparator)	Option 2	COVID-19 Interim Response – immediate blanket one pump response. Exemptions apply to high risk premises	Option 3	Call challenge all AFA's from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. Sleeping risk premises are exempt from call challenging and will receive the following immediate response: <ul style="list-style-type: none"> <li>• Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>• All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul>	Option 4	Call challenge all AFA's from non-domestic premises. No response is mobilised, if questioning confirms there is no fire, or signs of fire. No exemptions to call challenging apply (i.e. all AFA calls received are call challenged, regardless of premises type and caller).	Option 5	Non-attendance to all AFA's from non-domestic premises, unless back-up 999 call confirming fire, or signs of fire is received. Sleeping risk premises are exempt from non-attendance and will receive the following immediate response: <ul style="list-style-type: none"> <li>• Residential Care Homes receive 2 fire appliances regardless time of day.</li> <li>• All other sleeping risks receive one fire appliance between 0700-1800hrs and two fire appliances out-with these hours.</li> </ul>
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3.2.7	Prior to the workshop, stakeholders were provided with an information booklet and a detailed information pack, providing context to the options identified by way of high level benefits and risk descriptors and guidance to help them prepare and fully participate in the process of evaluating each option. To get insights from the participants, they were also invited to complete a pre-workshop questionnaire.										
3.2.8	The workshop was hosted by Animate Consulting, an independent organisation that specialises in facilitating groups to reach consensus on matters of importance where all participants have a stake in the outcome. Using a third party to facilitate the event ensured constructive dialogue and a degree of impartiality when participants were evaluating each option. Animate Consulting organised the participants into five diverse panels to assess and score the benefits and risks of each option.										
3.2.9	An independent report, covering the results of the workshop was produced by Animate Consulting. A SFRS Workshop Outcome Report, covering the workshop key outcomes and next steps, was produced by the working group. Both reports were shared with participants, inviting their comments and views.										
3.2.10	<p><u>Outcomes of Staff &amp; Stakeholder Workshop</u></p> <p>The following summary has been drawn from the pre-workshop questionnaire, the full independent report produced by Animate Consulting and the report produced by the working group.</p>										

3.2.11	<p><i>Pre-workshop Questionnaire:</i></p> <ul style="list-style-type: none"> <li>• Just under half of the participants (19) responded to the pre-workshop questionnaire – 9 internal and 10 external.</li> <li>• Over three quarters (79%) agreed that the level of UFAS demand is a problem that needs addressed. Nobody disagreed.</li> <li>• Of the five options, participants considered Option 3 to be the most rational proposal, closely followed by Option 5, then Option 2, 4 &amp; 1 in that order.</li> <li>• The majority of participants felt that the options appraisal approach would ensure fair and transparent decision making and that the workshop exercises were appropriate for assessing and scoring the options.</li> </ul>									
3.2.12	<p><i>Workshop Assessment of Benefits:</i></p> <ul style="list-style-type: none"> <li>• Option 4 offers the largest increase in benefits, with Option 1 (status quo) at the other end of the scale, assessed as offering no benefits. This reaffirms that there is a need for change; status quo is not an option and will only be used as the comparator for assessing options against.</li> <li>• Option 2, 3 &amp; 5 also all offer an increase in benefits, with the benefits rising in that sequence.</li> </ul>									
3.2.13	<p><i>Workshop Assessment of Risks:</i></p> <ul style="list-style-type: none"> <li>• Option 5 bears the highest overall risk when seeking to reduce UFAS. This result is not unexpected given that the non-attendance option is the greatest shift from the status quo.</li> <li>• Option 1 (status quo) bears the lowest overall risk. Again, this result is not unexpected given the average weight of response of 2 pumps for every AFA actuation received by the Service. However, there are a number of inherent risks by maintaining a status quo (e.g. resultant road risk from blue light journeys).</li> <li>• Option 2 (COVID-19 Interim Response to AFA's) bears an overall low risk. This risk level is realistic and can be validated through the outcomes of a recent review of this interim response<sup>1</sup>.</li> <li>• Option 4 bears the second highest overall risk. This result is also not unexpected given that this option call challenges all AFA's, with no exemptions applying.</li> <li>• Option 3 overall risk profile represents the middle ground relative to the other 4 options. The blend of call challenging all AFA's and exemptions applying to sleeping risk premises in this option, infers this overall risk profile is a reasonable representation.</li> </ul>									
3.2.14	<p><i>Key Discussion Points and SFRS Response:</i></p> <p>The independent report produced by Animate Consulting, identifies key themes arising from the five panel discussions. These were reviewed by the working group, with <b>Table Two</b> outlining the SFRS's response to each discussion point, for feedback to the workshop participants. Where relevant, the SFRS responses are linked to actions, for developing the options further and informing the public consultation stage.</p>									
3.2.15	<p><b>Table Two</b></p> <table border="1"> <thead> <tr> <th data-bbox="277 1585 352 1615"></th> <th data-bbox="352 1585 815 1615">Key discussion points</th> <th data-bbox="815 1585 1497 1615">SFRS response</th> </tr> </thead> <tbody> <tr> <td data-bbox="277 1615 352 1823">1</td> <td data-bbox="352 1615 815 1823">More detail required around the call challenge process being applied to Options 3 &amp; 4.</td> <td data-bbox="815 1615 1497 1823">The consultation document will include more details about the call challenge process. This information will also be covered in more detail during any engagement with OC staff and other key stakeholders, as part of our plans for public consultation.</td> </tr> <tr> <td data-bbox="277 1823 352 1995">2</td> <td data-bbox="352 1823 815 1995">The relative differences afforded by location of services – balancing a desire for reduced demand on Central Belt reserves by remote/rural areas with the</td> <td data-bbox="815 1823 1497 1995">The desire to reduce the impact of UFAS demand should not be perceived as an opportunity for closing any fire stations in Scotland, especially those located in more remote/rural locations, that are predominantly served by RVDS staff. Often</td> </tr> </tbody> </table>		Key discussion points	SFRS response	1	More detail required around the call challenge process being applied to Options 3 & 4.	The consultation document will include more details about the call challenge process. This information will also be covered in more detail during any engagement with OC staff and other key stakeholders, as part of our plans for public consultation.	2	The relative differences afforded by location of services – balancing a desire for reduced demand on Central Belt reserves by remote/rural areas with the	The desire to reduce the impact of UFAS demand should not be perceived as an opportunity for closing any fire stations in Scotland, especially those located in more remote/rural locations, that are predominantly served by RVDS staff. Often
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<sup>1</sup> Review of COVID-19 Interim Response to AFA Actuations – February 2021

## OFFICIAL

	fact that fewer call outs may risk stations closing.	covering large geographical areas attending a diverse range of emergencies, RVDS stations are of critical importance to the safety and wellbeing of Scotland. Many of these stations also act as a focal point for the community, where they double up as social spaces and community resilience hubs. Reducing UFAS demand in communities served by RVDS stations, will help build capacity for responding to new and growing risks such as wildfires and spate flooding events.
3	The desire for ongoing involvement of organisations to measure the impact of the changes and to consider local arrangements	The SFRS is committed to involving staff and stakeholders throughout the decision-making process, and during the implementation and ongoing monitoring and review of any changes that take place. How we will do this, will be covered in our consultation document and any engagement planned during the public consultation.
4	That Options 3, 4 & 5 would increase the pressure on OC staff to manage 'moral dilemmas'.	We appreciate and recognise these concerns. Options 3, 4 & 5 will involve changes to the way that OC staff handle calls from AFA's. During the public consultation, we plan to hold discussions with our OC staff, to enable us to fully assess the impact of each option. This will enable us to reach a final decision on the best option, and how we implement it going forward. Training OC staff will be a key aspect of any plan, for implementing the preferred option.
5	Fewer call outs would lead to 'improved availability of resources for attending emergencies' and increased time available for training, prevention and diversionary activities' but this would not be evenly spread across the SFRS.	We recognise that the benefits of reduced UFAS calls when broken down, will be felt more by the stations that respond most frequently to these call-outs. However, we felt it was more appropriate to start from a position of what the benefits would be for the SFRS, rather than each individual station. These results would then be used as the basis for more detailed assessment. There is still some background work and analysis to be carried out as we progress through the next stages and towards developing a full business case. This will include building a more detailed picture of how the options will impact UFAS demand and what the benefits will look like at a more localised/station level.
6	There are sector/organisational specific variations – one size doesn't fit all (e.g. the NHS does not evacuate immediately in some instances).	We would like to get a better understanding of these variations and associated fire safety management practices to help shape the scope and purpose of our public consultation. We are therefore assessing the need for some pre-consultation engagement with the respective stakeholders.
7	Allocating scores when thinking about large complex sites was challenging. For example, the age and type of buildings could lead to very different risk scores for the same option. Or, whether	We appreciate and recognise assessing and scoring the options was a challenge, but it should be recognised that at this stage of the process, the information provided to support the workshop assessment and scoring was high level and, to an extent, relied on the perspectives of participants when allocating scores against benefits and risks

	the alarm is in a staffed or unstaffed area.	criteria. We are very grateful to the five panels for giving their full consideration to assessing the options and for each of them coming to a consensus on the results of each option.
8	If speed of response is key, does a call challenge process automatically slow down a response?	As per discussion point one, the consultation document will include details about the call challenge process. This information will also be covered in detail during any engagement planned with Operations Control (OC), staff and other key stakeholders, as part of our plans for public consultation. It should also be noted that activations from an alarm system designed to pose a risk to life should always be accompanied with a back-up call by occupants confirming a fire. Where this is the case, all calls received by persons are treated as a priority and should not result in a notable delay in mobilisation.
9	How to weigh up the impact of the options on the different motivational factors for RVDS firefighters, if call outs were reduced.	We appreciate and recognise the different motivational factors identified during the panel discussions. During the public consultation, we plan to hold discussions with our RVDS staff, so we fully understand these factors and can make a more informed assessment of the impact of the options on these members of staff.

### 3.2.16 Outcomes of Ranking the Options

3.2.17 The independent report produced by Animate Consulting, details the five sets of scores and rankings that were produced by each workshop panel, along with the key discussion points and other panel observations. This information has been extremely useful, allowing the working group to compare and understand any variations arising in the rankings across the five panels and, as per **Table Two**, the information will influence the options and decision-making process going forward.

3.2.18 The results from each panel also presented an opportunity to harmonise the five sets of scores and rankings, so that progressing to public consultation, the Service has an overall benefits ranking of the options to consider and an overall risk ranking of the options to assess and compare against. The overall rankings and scores are in the **Tables Three & Four**. Workshop participants were given the opportunity to feedback their views on the overall rankings and methodology applied for arriving at these, by responding to the SFRS Workshop Outcomes Report produced by the working group.

### 3.2.19 **Table Three**

	<b>Overall Benefits Ranking</b>	<b>Overall Benefits Score</b>
Option 4	1	1346
Option 5	2	1328
Option 3	3	1042
Option 2	4	804
Option 1	5	300

### **Table Four**

	<b>Overall Risk Ranking</b>	<b>Overall Risk Score</b>
Option 5	1	178
Option 4	2	170
Option 3	3	134
Option 2	4	114
Option 1	5	60



3.2.20	<u>Conclusions</u>
3.2.21	<p>There is consensus from key stakeholders, that the level of UFAS demand needs to be addressed now and the SFRS's decision making process for identifying a suitable model for responding to AFA actuations is the right approach. Option 4 has been ranked highest in terms of overall benefits, but this does not infer that this is the best option and therefore automatically rules out the other options, rather it has been assessed as the strongest fit with the benefits criteria. At this stage, this result needs to be considered within the context of the following points and the decision to publicly consult on options:</p> <ul style="list-style-type: none"> <li>• Options 4 &amp; 5 offer the greatest benefits, but bear the highest risks.</li> <li>• Options 4 &amp; 5 overall scores were relatively close together.</li> <li>• Option 3 overall results, provide a balance between benefits and risks. Pre-workshop, participants rated this as the most rational change option.</li> <li>• Options 3, 4 &amp; 5 overall results confirm a step change in benefits when compared to Option 1 (Status Quo).</li> <li>• Option 2 overall results offer improved benefits when compared to Option 1, but considered smaller when compared to the other options.</li> </ul>
3.2.22	<u>Considerations</u>
3.2.23	<p>Prior to the Staff &amp; Stakeholder Workshop and this review of the workshop outcomes, all five options (includes the status quo as the baseline comparator) were considered as feasible options. The purpose of the Staff &amp; Workshop was to explore these options through the process of assessment, then score and rank them using set criteria. In doing so, further detail against the shortlisted options has enabled this review to draw conclusions and offer some considerations before entering the public consultation stage. With this in mind, the UFAS Review Project Board have recommended not progressing Option 2 to public consultation on the following basis:</p> <ul style="list-style-type: none"> <li>• Scoring from the workshop and overall ranking of the options, show Option 2 offering relatively small benefits when compared to Options 3, 4 &amp; 5.</li> <li>• The outcomes of a recent review of this interim response concluded actual blue journey reductions of 21% since its introduction, compared to estimated maximum reductions of 32% using IRS data. The maximum reduction of 32% did not consider discretionary mobilising by Operations Control Staff and therefore explains the optimism bias level of 11%.</li> <li>• The SFRS has ambitions for achieving significant UFAS reductions. There is evidence that staff and stakeholders support a step change in the way SFRS responds to AFA actuations, to reduce UFAS incidents.</li> <li>• Based on the above, as a permanent model for responding to AFA actuations, Option 2 will not meet the SFRS's ambitions for achieving significant UFAS reductions, rather it will continue to deliver moderate reductions in blue-light journeys.</li> </ul>
3.2.24	<p>At time of this report being submitted, the recommendation of not progressing Option 2 to public consultation was being progressed through the appropriate executive governance route for consideration. Should this recommendation be approved by the Strategic Leadership Team (SLT) at its meeting on 24 May and therefore Option 2 discounted as an option for progressing to public consultation, it will remain as the COVID-19 interim response to AFA actuations until at least the end of December 2021. By then, a preferred option will have been decided for implementation and a plan for making the transition to the new model for responding to AFA's will then be implemented.</p>
3.2.25	<p>To confirm, Option 1 (Status Quo) is not an option for maintaining. From the start of the options appraisal process, it has been used as the comparator. It will therefore be going forward to public consultation as the baseline comparator and to highlight the impact of doing nothing.</p>

3.3	<b>Forward Look</b>						
3.3.1	Looking forward, the following key milestones are planned:						
3.3.2	<table border="1"> <thead> <tr> <th>Key Milestone</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>24 June 2021: Report to the SFRS Board, seeking mandate for public consultation on options.</td> <td>Report to the SFRS Board, covering outcome of options assessment, mandate for public consultation and draft consultation document.</td> </tr> <tr> <td>19 July 2021: Public Consultation Commences</td> <td>See Section 3.3.3</td> </tr> </tbody> </table>	Key Milestone	Comments	24 June 2021: Report to the SFRS Board, seeking mandate for public consultation on options.	Report to the SFRS Board, covering outcome of options assessment, mandate for public consultation and draft consultation document.	19 July 2021: Public Consultation Commences	See Section 3.3.3
Key Milestone	Comments						
24 June 2021: Report to the SFRS Board, seeking mandate for public consultation on options.	Report to the SFRS Board, covering outcome of options assessment, mandate for public consultation and draft consultation document.						
19 July 2021: Public Consultation Commences	See Section 3.3.3						
3.3.3	<u>Plans for Public Consultation</u>						
3.3.4	Following public consultation good practice guidelines, the planned consultation on options for responding to AFA actuations will run for 90 days from 19 July 2021. To reiterate, the SFRS will not be entering this consultation with a preferred option and may consider any additional feasible options or variations of the existing options which arise during the consultation.						
3.3.5	<p>To ensure a wide awareness of the exercise, the Communications and Engagement Team have developed a plan to deliver a consultation process targeted at both external and internal stakeholders to raise awareness of the options and maximise responses. This plan is being coordinated through a Consultation Sub-group and will have regard to the outcomes of the staff and stakeholder workshop covered in this report, and key aspects of the plan will include the following:</p> <ul style="list-style-type: none"> <li>• Review of EQIA and stakeholder map, to ensure the consultation exercise will reach all relevant stakeholders.</li> <li>• Digital first approach – email and e-survey responses encouraged.</li> <li>• Key messaging and spokespeople identified.</li> <li>• Consultation document to be developed and suite of digital assets (video, infographics, animations, presentation)</li> <li>• Dedicated sections on intranet and SFRS website on consultation</li> <li>• LSO toolkit to support internal and external engagement at local are level.</li> <li>• Direct engagement (email and meetings) with key stakeholders as identified in the stakeholder map.</li> <li>• Media release/social media launch.</li> <li>• Offer to support meetings of interested groups/stakeholders</li> <li>• Development of communication plan to support conclusion of consultation and implementation of any outcome.</li> </ul>						
3.3.6	A consultation mandate, outlining the scope and purpose of the consultation is under development. The mandate will be included within a report to the SLT on 24 May and the SFRS Board on 24 June. It will therefore act as authorisation to commence with a public consultation.						
<b>4</b>	<b>Recommendation</b>						
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.						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	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 and implementation of a preferred option.						

5.1.2	The workshop risk scoring exercise assessed the options against a number of key risks. The outcomes of this risk scoring exercise will help to develop a more detailed risk assessment of each option, which will be taken forward within the final business case planned for the end of the calendar year.					
5.2	<b>Financial</b>					
5.2.1	The detailed information pack, given to participants of the staff & stakeholder workshop, provided information on potential reduced response costs, when comparing each option against the do-nothing baseline (Option 1). The estimates were calculated using SFRS current scale of charges <sup>2</sup> , and are as follows:					
	Option 1 (Do nothing)		Option 2 (32%)	Option 3 (61%)	Option 4 (85%)	Option 5 (71%)
	Estimated £6,713,462 response costs per year	Estimated reductions in response costs (£)	2,148,308	4,095,212	5,706,443	4,766,558
5.2.2	Financial estimates (cashable and non-cashable savings), will be further developed and updated in time for the final business case planned for the end of the calendar year 2021.					
5.3	<b>Environmental &amp; Sustainability</b>					
5.3.1	The detailed information pack, given to participants of the staff & stakeholder workshop, provided estimates of reduced fleet carbon emissions <sup>3</sup> , when comparing each option against the do-nothing baseline (Option 1). The estimates are as follows:					
	Option 1 (Do nothing)		Option 2 (32%)	Option 3 (61%)	Option 4 (85%)	Option 5 (71%)
	Estimated 575 tonnes of CO2e per year	Estimated reductions in CO2e (tonnes per year)	184	351	489	408
5.3.2	The options therefore have the potential for supporting the SFRS's challenging carbon emission reduction targets. The above estimates will be further developed and updated in time for the final business case planned for the end of the calendar year 2021.					
5.4	<b>Workforce</b>					
5.4.1	The detailed information pack, given to participants of the staff & stakeholder workshop, provided estimates of released capacity for staff to perform other duties. When comparing each option against the do-nothing baseline (Option 1), the estimates are as follows:					
	Option 1 (Do nothing)		Option 2 (32%)	Option 3 (61%)	Option 4 (85%)	Option 5 (71%)
	Average of 14,235 hrs of work capacity lost to UFAS incidents every year	Estimated increases in capacity (hrs)	4555	8683	12,099	10,107
5.4.2	These estimates will be further developed and updated in time for the final business case planned for the end of the calendar year 2021.					

<sup>2</sup> Costings taken from 2020/21 SFRS Scale of Charges and based on an average of 2 pumps mobilised to each UFAS, with a crewing model of 5 and 4 crew members.

<sup>3</sup> Estimates of carbon emissions were calculated by SFRS Sustainability Manager, using UK Government Conversion Figures for UK Greenhouse Gas and converted for normal bio diesel.



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5.4.3	As per the SFRS response to the workforce issues highlighted in the staff & stakeholder workshop key discussion points table (Section 3.12), these will be explored further during the public consultation stage and fully detailed within the final business case planned for the end of the calendar year.																								
5.5	<b>Health &amp; Safety</b>																								
5.5.1	Any reduction in response to UFAS activity would result in lessening road risk and improving community and firefighter safety. The detailed information pack, given to participants of the staff & stakeholder workshop, provided estimates of this as follows.																								
	<table border="1"> <thead> <tr> <th>Option 1 (Do nothing)</th> <th></th> <th>Option 2 (32%)</th> <th>Option 3 (61%)</th> <th>Option 4 (85%)</th> <th>Option 5 (71%)</th> </tr> </thead> <tbody> <tr> <td>Average of 57,000 blue light journeys per year</td> <td>Estimated reductions</td> <td>18,240</td> <td>34,770</td> <td>48,450</td> <td>40,470</td> </tr> <tr> <td>Average of 36 vehicle accidents per year</td> <td>Estimated reductions</td> <td>12</td> <td>22</td> <td>31</td> <td>26</td> </tr> <tr> <td>Average of 7 personal accidents/injuries per year</td> <td>Estimated reductions</td> <td>2</td> <td>4</td> <td>6</td> <td>5</td> </tr> </tbody> </table>	Option 1 (Do nothing)		Option 2 (32%)	Option 3 (61%)	Option 4 (85%)	Option 5 (71%)	Average of 57,000 blue light journeys per year	Estimated reductions	18,240	34,770	48,450	40,470	Average of 36 vehicle accidents per year	Estimated reductions	12	22	31	26	Average of 7 personal accidents/injuries per year	Estimated reductions	2	4	6	5
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5.5.2	The above table shows the potential for significant reductions in risk to both members of the public and firefighters through the reduced frequency of fire engines responding on blue lights, in particular Options 3, 4 & 5.																								
5.5.3	The workshop risk scoring exercise, highlighted increased risk to firefighter safety within the context of the options leading to crews mobilising to AFA activations, that then turn out to be a developed fire and having to deal with this on arrival, with a reduced response. Risk mitigations will be outlined within the final business case planned for the end of the calendar year.																								
5.6	<b>Training</b>																								
5.6.1	Each option will have training implications associated with its implementation. Staff engagement during the consultation stage, will provide greater understanding of the impact of implementing each option and subsequent training requirements.																								
5.7	<b>Timing</b>																								
5.7.1	Public consultation is planned to commence 19 July for a period of 90 days. The final business case with a decision on a preferred option is planned for the end of the calendar year.																								
5.8	<b>Performance</b>																								
5.8.1	As reported in previous reports, the options appraisal objectives agreed at the start of the project, will form the basis for monitoring success.																								
5.9	<b>Communications &amp; Engagement</b>																								
5.9.1	As per Section 3.3.3, a plan for public consultation has been developed. Following implementation, the plan will be monitored and reviewed by the working group, with oversight from the UFAS Review Project Board.																								
5.10	<b>Legal</b>																								
5.10.1	Further legal requirements include undertaking an Islands Impact Assessment (covered at Section 5.12). A comprehensive plan for public consultation is required (as indicated in Section 5.8) to mitigate the risk of legal challenge including judicial review.																								
5.11	<b>Information Governance</b>																								
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i> A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.																								

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5.12	<b>Equalities</b>	
5.12.1	<i>EIA completed Yes/No. If not applicable state reasons.</i> To meet the requirements of the Public-Sector Equality Duty, the Service must be able to demonstrate that the options appraisal process and final decision has had due regard to the General Equality Duty. This should include considerations to eliminate discrimination, advance equality and foster good relations around the protected characteristics as detailed within the Equality Act 2010. An Equality Impact Assessment (EIA) is underway. Engagement and consultation is key to this process and the evidence from this will determine how the EIA progresses.	
5.12.1	As noted in this paper, stakeholder engagement to date has detailed the welfare of SFRS employees as a concern and highlighted the potential differences for the Scottish Islands and other rural areas. These areas are incorporated into the Equality Impact Assessment process and wider consultation will allow the Service to collate further evidence around the options and their potential impacts.	
5.13	<b>Service Delivery</b>	
5.13.1	Responding to AFA's and subsequent UFAS, places a significant burden on Service Delivery. All options have the potential to reduce UFAS demand, and deliver outcomes that will benefit Service Delivery.	
5.13.2	The options will involve changes to the way that OC staff handle calls from AFA's. During the public consultation, SFRS will hold discussions with OC staff, to enable a full impact assessment of each option. This will allow the Service to reach a final decision on the best option, and how we implement it going forward. As per Section 5.5, training will be a key aspect of any plan, for implementing the preferred option.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not Applicable	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A: Current Progress Against Recommendations for Improvement	
7.2	Further Reading – Staff & Stakeholder Workshop Documentation	
<b>Prepared by:</b>	Roy Dunsire, Group Commander	
<b>Sponsored by:</b>	Stuart Stevens, Assistant Chief Officer	
<b>Presented by:</b>	Stuart Stevens, Assistant Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
SFRS Strategic Plan 2019-22: Objective 1.4: <i>"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"</i> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 May 2021</i>	<i>For Scrutiny</i>

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## 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  March 2020  (incorrect completion date entered last reporting period)		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.

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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		<p>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.</p> <p>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 recommenced 30 September 2020.</p>
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		Complete	100	May 2020		<p>A training needs analysis (TNA) of local needs was completed through the UFAS Champions National Forum.</p> <p>The findings provided the basis for developing an LCMS package for crews responding to UFAS and providing advice and guidance to Dutyholders.</p> <p><b>Completed:</b> Through the work of the UFAS Champions National Forum, the training module is now complete and scheduled for adding to the</p>

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								LCMS platform by end of May 2021. Awareness briefing will notify personnel of the module going live and UFAS Champions Forum will monitor its completion by crews.
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	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

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	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.						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		Complete	100	April 2020	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

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							and promotional material covering the six most effective physical interventions.  <b>Completed:</b> forward plan of work for 2021-22 now in place, UFAS Champions National Forum will be working through the development of materials and other aides to promote the use of the most effective interventions for reducing false alarms.
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 during Phase 2 of 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

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							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		Complete	100	May 2020	<p>Impact assessment of withdrawing this resource is underway.</p> <p>Findings and recommendations of impact assessment being presented to the UFAS Review Project Board at its meeting on 07 April 2021.</p> <p><b>Completed:</b> Project Board agreed to withdraw the URS, based on evidence that this will have no detrimental impact. An action plan is now in place to ensure an appropriate withdrawal from service.</p>
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	<p>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.</p>



## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/12-21

Agenda Item: 9.2

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>26 MAY 2021</b>						
<b>Report Title:</b>	<b>GRENFELL TOWER FIRE – UPDATE REPORT 7</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on progress against the recommendations contained within the Grenfell Tower action plan.						
<b>2</b>	<b>Background</b>						
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. The Scottish Fire and Rescue Service (SFRS), along with partners, is committed to learning all lessons arising from the incident, including those identified in the resultant inquiries and reports.						
2.2	The London Fire Brigade's (LFB) Grenfell Tower Investigation and Review Team (GTIRT) report was a comprehensive evaluation to identify lessons from the incident and was published in April 2019. The UK Government Public Inquiry into the fire at Grenfell Tower Phase 1 report was published on 30 October 2019. The SFRS established a working group to develop and coordinate a detailed action plan based on the LFB GTIRT and the Phase 1 report recommendations.						
2.3	Since the last update to the committee on 11 March 2021 there have been personnel changes on the working group which include a change to the role of Chair, which is now undertaken by the Head of Prevention and Protection. Each representative remains responsible for progressing work through their respective areas and providing progress updates.						
2.4	The change in representation has provided an opportunity for a full review of progress against the action plan.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	In the spirit of continuous improvement and to ensure all the relevant lessons are learned from the Grenfell Tower tragedy the working group reviewed all recommendations from the LFB GTIRT report and the first phase of the Grenfell Tower Inquiry report.						
3.2	The LFB GTIRT report made 13 recommendations specific to LFB and the first phase of the Grenfell Tower Inquiry report set out 46 recommendations based on its findings. Of these 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.						

3.3	The 13 recommendations from the LFB GTIRT report and 31 from the Grenfell Tower Inquiry report make up the 44 recommendations in the Grenfell Action Plan.
3.4	Previous Grenfell Tower Fire update reports have focussed on the recommendations from the Grenfell Tower report however following feedback from the Service Delivery Committee on 11 March 2021 this report and subsequent reports will also consider recommendations from the LFB GTIRT report.
3.5	The SFRS working group established a baseline position for each recommendation recognising the specific and differing regulatory and legislative environment within Scotland. The group then detailed the appropriate actions to directly achieve the recommendation, or as far as practicable, meet the spirit of the recommendation or where appropriate review and test existing procedures. The proposed actions have been allocated to the appropriate Directorate to progress and timescales for completion have been agreed by the working group members.
3.6	The SFRS Grenfell Action Plan is included as Appendix A and provides details of the current SFRS position in relation to the remaining LFB GTIRT and Grenfell Tower Phase 1 recommendations.
3.7	At the SDC meeting of the 11 March 2021 the proposal to close a further 3 of the Grenfell Tower Inquiry report recommendations was approved. This report recommends a further action for closure.
	<b><u>Action for closure</u></b>
3.8	It is considered by the working group that the SFRS arrangements and improvement action meets the spirit of the recommendations below on the Grenfell Tower action plan when considered within the Scottish regulatory framework, full details are available in the action plan. The working group proposes that the following LFB GTIRT recommendation and 6 Grenfell Tower Inquiry report recommendations are now closed;
	<b>Recommendation: LFB 4:</b> The Brigade should consider how to ensure information relating to identified fire safety deficiencies in a premises is available to operational crews.
	<b>Recommendation: GT 4:</b> 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.
	<b>Recommendation: GT 7:</b> 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.
	<b>Recommendation: GT 11:</b> 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.
	<b>Recommendation: GT 25:</b> 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.

	<p><b>Recommendation: GT 27:</b> 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.</p> <p><b>Recommendation: GT 45:</b> 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.</p> <p><b><u>Actions requiring timescale review</u></b></p> <p>3.9 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.</p> <p>3.10 The Grenfell Tower Update report to the Service Delivery Committee on the 11 March 2021 proposed the completion date for 10 recommendations be amended to June 2021. The report noted that the timescales for completion would continue to be reviewed until the full impact of on-going Covid-19 related restrictions and associated practical implications became clearer. Subsequent guidance from Scottish Government regarding the relaxation of Covid-19 restrictions has enabled a more informed review of the timescales to be undertaken. As a result, it is proposed that completion date for 6 LFB GTIRT and 7 Grenfell Tower Inquiry report recommendations be moved to September 2021.</p> <p>3.11 It should be noted that there were no timescales were included within the Grenfell Tower Phase 1 report and that the original SFRS action plan timescales were determined and set out prior to Covid-19. Despite best efforts, recovery of the actions to meet the original dates has not been possible. The full detail covering the recommendations for timescale review is available within the action plan along with the original and proposed completion dates. The recommendations for timescale review are as follows;</p> <p><b>Recommendation: LFB 6:</b> The brigade should consider the extent to which human factors affecting command and control are addressed in training</p> <p><b>Recommendation: LFB 7:</b> The Brigade should consider how it can most effectively raise awareness of and reinforce the requirements of the PN 828 “Recording decisions at incidents”.</p> <p><b>Recommendation: LFB 9:</b> The Brigade should consider to what extent recognition that a building is behaving unpredictably in fire is addressed in policy and training.</p> <p><b>Recommendation: LFB 10:</b> It is suggested the Brigade considers the extent to which policy, training and Human factors played a role in the control measure degradation identified.</p> <p><b>Recommendation: LFB 11:</b> It is suggested the Brigade considers how shared situational awareness within the Control room might be achieved in similar circumstances and whether a more sophisticated system than the whiteboards used on the 14th June should be developed and implemented as an established Control protocol.</p> <p><b>Recommendation: LFB 13:</b> It is suggested that the Brigade considers whether it needs to make operational staff more aware of the current available Positive Pressure Ventilation (PPV) capability and its uses.</p> <p><b>Recommendation: GT 14:</b> 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.</p>
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**Recommendation: GT 16:** That all fire and rescue services develop policies for handling a large number of Fire Survival Guidance (FSG) calls simultaneously

**Recommendation: GT 18:** That policies be developed for managing a transition from “stay put” to “get out”.

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

**Recommendation: GT 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

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

3.12 It is of note that a key Fire Survival Guidance exercise took place on the 14 May 2021 focusing on communication between the Fire Ground and Operations Control (OC) to gather information on Fire Survival Guidance callers and advice provided. The exercise incorporated the electronic transmission of the information from OC to the incident ground and also dealt with a change of advice from “stay put” to “get out” and the communication processes required. The outcomes of this exercise will inform the ongoing familiarisation and training for OC staff, Flexi Duty Officers and operational personnel. The learning gathered from this exercise will progress a number of actions within the Grenfell Tower action plan, including; LFB 11, GT 16, GT 17, GT 18, GT 19, GT 24 and GT 29.

#### **Transfer to another action plan**

3.13 The work required to meet the SFRS action arising from the Grenfell Tower recommendation 44 is part of the statement of requirements of the Systel system and it is therefore proposed the action should be moved to the CCMS project.

**Recommendation: GT 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.

#### **Summary of progress**

3.14 Table 1. below provides a summary of SFRS progress against the 13 LFB recommendations.

Table 1. LFB GTIRT recommendations;

Status	Total
Closed	5
Recommended for Closure	1
Date to be Revised	6
Ongoing and On Track	1
	13

<p>3.15</p> <p>3.16</p> <p>3.17</p>	<p>Table 2 below provides a summary of SFRS progress across the 31 Grenfell Tower the Inquiry's Phase 1 report recommendations;</p> <p>Table 2. Grenfell Tower the Inquiry's Phase 1 report recommendations;</p> <table border="1" data-bbox="279 353 1437 600"> <thead> <tr> <th>Status</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Closed</td> <td>14</td> </tr> <tr> <td>Recommended for Closure</td> <td>6</td> </tr> <tr> <td>Date to be Revised</td> <td>7</td> </tr> <tr> <td>Ongoing and On Track</td> <td>3</td> </tr> <tr> <td>Transferred to another action plan</td> <td>1</td> </tr> <tr> <td></td> <td>31</td> </tr> </tbody> </table> <p>In addition to the action plan, the SFRS continues to support the following Working Groups;</p> <ul style="list-style-type: none"> <li>• The Grenfell Inquiry Fire Safety Working Group – To consider the 15 recommendations not specifically aimed at the fire service.</li> <li>• The Building and Fire Safety Technical Working Group – To consider technical standards in relation to cladding on high rise domestic buildings (HRDB's)</li> <li>• 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</li> </ul> <p>It should be noted that Her Majesty's Fire Service Inspectorate have indicated to the SFRS their intention to conduct an inspection examining the SFRS arrangements for firefighting in high rise buildings. This inspection, which will take place and report during 2021/22, will include consideration of how the SFRS dealt with or is dealing with the recommendations from the phase 1 report of the Grenfell Inquiry.</p>	Status	Total	Closed	14	Recommended for Closure	6	Date to be Revised	7	Ongoing and On Track	3	Transferred to another action plan	1		31
Status	Total														
Closed	14														
Recommended for Closure	6														
Date to be Revised	7														
Ongoing and On Track	3														
Transferred to another action plan	1														
	31														
<p><b>4</b></p>	<p><b>Recommendation</b></p>														
<p>4.1</p>	<ul style="list-style-type: none"> <li>• That SDC support the recommendation of the working group to close 1 of the LFB GTIRT recommendations and 6 of the recommendations from the Grenfell Tower Inquiry Phase 1 report.</li> <li>• That SDC support the intention of the working group to revise timescales against 6 of the LFB GTIRT recommendations and 7 of the recommendations from the Grenfell Tower Inquiry Phase 1 report in recognition of ongoing challenges posed by Covid-19.</li> <li>• That SDC support the transfer of a Grenfell Tower Inquiry Phase 1 report recommendation as it is incorporated with the statement of requirements of CCMS.</li> </ul>														
<p><b>5</b></p>	<p><b>Key Strategic Implications</b></p>														
<p>5.1 5.1.1</p>	<p><b>Risk</b></p> <p>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.</p>														
<p>5.2 5.2.1</p>	<p><b>Financial</b> 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.</p>														

5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no environmental or sustainability implications directly associated with this report.
5.4 5.4.1	<b>Workforce</b> Any workforce issues are anticipated to be predominantly related to training, which is covered below.
5.5 5.5.1	<b>Health &amp; Safety</b> 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.
5.6 5.6.1	<b>Training</b> 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.
5.7 5.7.1	<b>Timing</b> 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.
5.8 5.8.1	<b>Performance</b> 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.
5.9 5.9.1	<b>Communications &amp; Engagement</b> 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.
5.10 5.10.1	<b>Legal</b> By comprehensively learning lessons from the Grenfell Tower tragedy SFRS will continue to comply with all its legal obligations.
5.11 5.11.1	<b>Information Governance</b> <i>DPIA completed Yes/No. If not applicable state reasons.</i> It is not anticipated that there will be any information governance issues associated with the development and implementation of the post-Grenfell action plan.
5.12 5.12.1	<b>Equalities</b> <i>EIA completed Yes/No. If not applicable state reasons.</i> 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	<b>Service Delivery</b> 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.
<b>6</b>	<b>Core Brief</b>
6.1	Not Applicable



<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	<p><u><a href="#">Appendix 1</a></u></p> <p>Grenfell Tower Phase 1 Action Plan</p> <p><i>Grenfell Tower Inquiry: Phase 1 Report</i> (<a href="https://www.grenfelltowerinquiry.org.uk/phase-1-report">https://www.grenfelltowerinquiry.org.uk/phase-1-report</a>).</p> <p><i>London Fire Brigade: Grenfell Tower Fire Preliminary Report</i> (<a href="https://www.london-fire.gov.uk/media/4126/gtirt19-01534_grenfell_tower_fire_preliminary_report_final.pdf">https://www.london-fire.gov.uk/media/4126/gtirt19-01534_grenfell_tower_fire_preliminary_report_final.pdf</a>).</p> <p><i>London Fire Brigade: Grenfell Tower Improvement Progress</i> (<a href="https://www.london-fire.gov.uk/media/4127/gtirt19-03643_gt_improvement_progress_report_final-91019.pdf">https://www.london-fire.gov.uk/media/4127/gtirt19-03643_gt_improvement_progress_report_final-91019.pdf</a>).</p>	
<b>Prepared by:</b>	Ali Perry, Deputy Assistant Chief Officer, Head of Prevention and Protection	
<b>Sponsored by:</b>	Ali Perry, Deputy Assistant Chief Officer, Head of Prevention and Protection	
<b>Presented by:</b>	Stuart Stevens, Assistant Chief Officer, Head of Service Delivery	
<b>Links to Strategy and Corporate Values</b>		
This report supports the SFRS Strategic Plan Outcomes of <i>Prevention</i> and <i>Response</i> . It also supports all the Service's Values of <i>Safety</i> , <i>Teamwork</i> , <i>Respect</i> and <i>Innovation</i> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Management Team</i>	<i>13 May 2021</i>	<i>For Decision</i>
<i>Service Delivery Committee</i>	<i>26 May 2021</i>	<i>For Scrutiny</i>

ROLLING ACTION LOG: Grenfell

APPENDIX A

Task complete

On target for completion date

Recommended for closure

Transfer to another action plan

Some slippage, date extended to allow flexibility

Target completion date unattainable, further explanation provided

Priority Key -

Monitor/Complete
Priority 9-18 Months
Priority 3-9 Months
Priority 0-3 Months

Reference	Recommendation	Initial Position	New Legislation called for / Required?	Action	Rec Owner	Action Owner	Priority Rating	Link to Existing Work	Due Date	Completion Date	Supporting Evidence	BRAG status	Position Statement
LFB 4	<i>The Brigade should consider how to ensure information relating to identified fire safety deficiencies in a premises is available to all operational crews.</i>	Upon completion of audit activity, specified information is passed to Operational Intelligence for inclusion within the OI portal. This is supported by an FSE/FE/OPS notification form to supporting stations with relevant risk information. This is also undertaken upon receipt of intelligence or issues when received by FSE officers or when FI identify FF safety measures. PPED has been created with an ability to link automatically to the OI system once the OI database is further developed. This will ensure immediate notification to OI as necessary.	No	Further develop OI database to allow automatic updates from PPED system. OI test notification to be sent from each SDA to ensure process functions correctly.		P&P/ OPS/ ICT		No	Sep-20		<a href="https://ihub.firescotland.gov.uk/download.cfm?ve=26717">https://ihub.firescotland.gov.uk/download.cfm?ve=26717</a>		<p>Delayed - COVID19</p> <p><b>Ops Jan 21-</b> The ability to share information continues to be supported, however an integrated electronic method is currently not in place. This work will now come under the "In vehicle Solutions Project with a Board established led to oversee development. This workstream has been delayed due to COVID-19.</p> <p><b>May 21 -</b> This work forms part of ICT work plan to integrate OI and PPED systems via Dell Boomi integration platform and forms one of the work streams being considered by the In Vehicle Solutions Project Board.</p> <p>The full scope of work being considered by this Board is under review due to Home Office ESMCP solution not being available until 2024.</p> <p><b>May 21 -</b> This position addresses the action created specific to the use of the OI system and how this presents to end users. However in relation to the recommendation there are a number of existing channels which provide information relating to identified fire safety deficiencies in premises is available to all operational crews including - updates via mobilisation to crews of relevant information held by OC - this will be enhanced by the additional functionality of the new Command and Control system.</p> <p>As this meets the original recommendation LBF 4 is considered to be complete. The link between PPED and the OI database will be considered by via the In vehicle Solutions Project.</p>
LFB 6	<i>The Brigade should consider the extent to which human factors affecting command and control are addressed in policy and training.</i>	Human Behaviour input is delivered at ICL1, 2 and 3 on both Development and Refresher Courses as part of the Decision Making Presentation.  JOSIC Course also includes input on Human Behaviours and Human Factors.  ICL assessments facilitated within the Incident Command Suite and on ICL1 Practical Assessments allow instructors to introduce risk critical decision making injects to create a scenario whereby Human Behaviour/Factors come into play.	No	The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making.		TSA		TED Review	June-21-Sept 21				<p>Consider Human factors -This is part of the current NOG review as per LFB 5. Jan 21 -The work relating to the TSA Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme.</p> <p><b>TSA April 21 :</b> A Multi Storey Building exercise scenario is under development by the Incident Command Team. This will provide Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including: members of the public leaving the building; Fire Survival Guidance; Stay Put Guidance. The Multi storey buildings scenarios will be complete by September 2021.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all recommendations within the CIP is currently being developed. This work is now being progressed after being delayed due to the COVID-19 pandemic. Completion of the implementation plan and the development of the above scenario will close this action.</p>
LFB 7	<i>The Brigade should consider how it can most effectively raise awareness of and reinforce the requirements of PN 828 'Recording decision at incidents'.</i>	The subject of Recording Decisions at Incidents is delivered at ICL1, 2, 3 and 4 on both Development and Refresher Courses and is also included within the JOSIC course.  Included within the 20 hour pre learning for the ICL1, is the ICL 1 Development Module, which contains information on Notes and Logs. The annual Flexi Duty Managers Training for Operational Competence Framework has a Core Module, Command Support, this includes information on why it is important to record decisions at incidents.  SMARTEU have this year introduced a Tri Service Loggist Course which reinforces to all attendees the importance of recording decisions at incidents. Personal notebooks are issued from CC upwards.		Within the TED Review a recommendation is to implement a programme of development between ICL 3 yearly assessments, this would likely include CPD events, Practical Exercises and Hydra Minerva Decision Making Syndicate sessions, this will afford the service further opportunity to reinforce and embed good practice in terms of recording decision at incidents.		TSA		TED Review	June-21-Sept 21				<p>Recording decision at incidents – this is part of the ongoing SFRS review of Incident Command as per LFB 5. Jan 21 - The work relating to the TED Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme.</p> <p><b>TSA April 21 :</b> The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Continuous Improvement Programme and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making. The recording of these decisions will be part of the exercise Operational Assurance assessment. An implementation plan for all recommendations within the CIP is currently being developed.</p> <p>Loggist courses are delivered by SMARTEU, in addition to this the Incident Command team have developed an "Introduction to Loggist" PowerPoint presentation which will be made available on LCMS for station based personnel by September 21. This work is now being progressed after being delayed due to the COVID-19 pandemic.</p>



LFB 9	<i>The Brigade should consider to what extent recognition that a building is behaving unpredictably in fire is addressed in policy and training.</i>	<p>Within the Training for Operational Competence Framework for FF to WC is a Standard Module relating to High Rise Buildings. Within this module is a Modern Methods of Construction presentation also included are case studies on Shirley Towers and Harrow Court.</p> <p>Another Standard Module for FF to WC is Building Construction which details not only construction methods but also materials used within construction and how those materials react in a fire scenario. Awareness brief of 16/10/2017 covers external fire spread.</p>		<p>Review of SOP Firefighting in buildings required. Training relating to buildings behaving unpredictably in a fire would be developed following lessons learned from Operational Assurance and production of policy by R&amp;R. Future scope to utilise learning from Case Studies.</p> <p>Content of the Building Construction Module will need to be updated accordingly to reflect lessons learned from Grenfell.</p>	OPS / TSA		No	June-21-- Sept 21			<p>High Rise SOP released. Jan 21 - The modules reference pages have been updated, with a link to the new SOP added. Engagement with a subject matter expert on the lessons learned is required to be programmed.</p> <p>Ops Jan 21-Fire Service Response Plan process is being developed specifically for High Rise Buildings. Firefighting in buildings forms part of Document suite review project instigated in Jan 21.</p> <p><b>Ops May 21</b> Through the Fire in Tall Building working group it has been identified that the NFCC are currently developing online learning materials which include High Rise Building Construction. Once complete, this material will be reviewed by the Policy team as part of the Document conversion project and then referenced and content added into the Firefighting in buildings Manual, GRA and relevant Operational Procedures. The learning material should be available to FRSs in the next 4-6 weeks.</p> <p>The Operations Function prioritised Firefighting in buildings as the first series of SOPs to be converted into the new format and information streamlined.</p> <p><b>TSA April 21</b> : A Multi Storey Building exercise scenario is under development by the Incident Command Team. This will provide Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including unpredictable fire spread. The Multi storey buildings scenarios will be complete by September 2021.</p> <p>The content of the Building Construction module on LCMS will be updated by September 2021. This work is now being progressed after being delayed due to the COVID-19 pandemic.</p>
LFB 10	<i>It is suggested the Brigade considers the extent to which policy, training and human factors played a role in the control measure degradation identified.</i>	<p>Human Behaviour input is delivered at ICL1, 2 and 3 on both Development and Refresher Courses as part of the Decision Making Presentation.</p> <p>JOSIC Course also includes input on Human Behaviours and Human Factors.</p> <p>ICL assessments facilitated within the Incident Command Suite and on ICL1 Practical Assessments allow instructors to introduce risk critical decision making injects to create a scenario whereby Human Behaviour/Factors come into play.</p>		<p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making.</p>	TSA		TED Review	June-21-- Sept 21			<p>Jan 21 - The work relating to the TSA Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme.</p> <p><b>TSA April 21:</b> A Multi Storey Building exercise scenario is under development by the Incident Command Team. This will provide Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including: members of the public leaving the building; Fire Survival Guidance; Stay Put Guidance. The scenario will be complete by September 2021.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all recommendations within the CIP is currently being developed. This work is now being progressed after being delayed due to the COVID-19 pandemic.</p>
LFB 11	<i>It is suggested the Brigade considers how shared situational awareness within the Control room might be achieved in similar circumstances and whether a more sophisticated system than the whiteboards used on the 14th June should be developed and implemented as an established Control protocol.</i>	<p>An interim procedure to manage sharing of situational awareness is currently being developed within the SFRS. ISR GIN supports shared situational awareness. CCMS functionality will be evaluated once the system is live.</p>		<p>Finalise interim procedure on managing situational awareness. Monitor CCMS functionality once launched.</p>	OPS / TSA		No	June-21-- Sept 21			<p>Mar 21 - A process has been developed using MS 365 to share information between the OC and FG. Proof of concept has been carried out however this will form part of a training exercise due to take place on <b>14.5.21</b></p> <p><b>May 21</b> - Once the exercise is complete and the results analysed this will then form the basis of a training plan which will be rolled out to the OCs FDOs and operational personnel. It is expected that this will be completed by September 2021</p>
LFB 12	<i>The Brigade should consider whether any improvement measures are necessary in relation to Firefighter Emergency (FFE) policy and / or training.</i>	<p>The purpose, use and responsibilities associated with the Firefighter Safety Resource is covered at ICL1, 2, 3 and 4 on both Development and Refresher Courses and is supported by the FSR SOP.</p> <p>The Firefighter Safety Resource is covered within the BA Core Module for FF to WC and within the Incident Command Module for Flexi Duty Managers.</p>		<p>Review FSR SOP. Within the TED Review a recommendation is to implement a programme of development between ICL 3 yearly assessments, this would likely include CPD events, Practical Exercises and Hydra Minerva Decision Making Syndicate sessions, this will afford the service further opportunity to reinforce and embed good practice in terms of FF emergency.</p>	OPS/ TSA		TED Review	Jun-21			<p>SFRS SOP firefighter safety resource covers this and is under review via Operational Assurance process. Operational learning has identified some improvements which have already been made.</p> <p>Jan 21 - Changes to the FRS SOP have been incorporated into the ICL delivery and in relation to the practical exercising this was part of the work relating to the TED Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme.</p> <p>OPS Jan-21 revised BAPOG and ICPOG to be released during Q1 21.</p> <p><b>Ops May 21</b> Incident Command and Breathing Apparatus POGs are now live (March 2021)</p> <p><b>TSA APR 21</b> - IC POG and BA POG introduced with all ICL courses amended accordingly.</p> <p>Recommendations 38 and 39 from the Continuous Improvement Plan will expand incident command training and assessment materials and introduce area based practical exercises across all command groups and will be delivered as part of the Training Continuous Improvement Plan (CIP), an implementation plan for all recommendations within the CIP is currently being developed Once this is developed this action will be complete.</p>

LFB 13	<i>It is suggested that the Brigade considers whether it needs to make operational staff more aware of the current available Positive Pressure Ventilation (PPV) capability and its uses.</i>	A review of PPV use across Scotland is required.		Develop SFRS position statement following review.		OPS / TSA		No	Mar-21– Sept 21				PPV capability – SFRS Tactical ventilation Policy and operational guidance undergoing internal assurance with R&R.  Ops Jan 21: A tactical ventilation strategy will be developed as part of the Operational Strategy currently being developed.  SLT paper to be provided in March 21. This work was delayed due to COVID-19 <b>Ops May 21</b> Operations Function are currently assessing PPV Fan locations within SFRS and developing a re-distribution strategy to ensure fans are located evenly across the Service. A Tactical Ventilation Policy and Operational Guidance is currently being developed.  <b>Ops May 21</b> - A frontline update in relation to the current PPV provision is under development. The future of PPV within SFRS will be considered as part of the operational strategy under the appliances and equipment concept of operations. <b>TSA May 21</b> : The Training Function will work alongside the Operations Function to schedule and deliver the training requirements of the Tactical Ventilation Strategy once developed.
	<i>Fire and rescue services: knowledge and understanding of materials used in high-rise buildings</i>												
	<i>Section 7(2)(d) of the Fire and Rescue Services Act 2004</i>												
GT 04	<i>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.</i>	OAV procedure is embedded within SFRS. OAV inspection presentation is included within High Rise module which applies to all ranks from FF. Outcome reports are provided to the responsible person for each premises to action. Compliance with the SFRS report falls to the responsible person and would only be followed up in the event of a deficiency having the potential to affect firefighter safety.  Training is delivered through an LCMS training package which is currently under review.	No	Review existing LCMS OAV inspection presentation within High Rise module. Complete 17/07/20.  Consider development of OAV visual training aid	SFRS	P&P / TSA		No	Jun-21				P&P to consider development of additional training aids to improve the quality of training provided.  <b>P&amp;P May 21</b> - As an LCMS package is in place in relation to conducting OAV inspections this action is complete, however the updates below identify the work being undertaken to further develop and enhance the available training.  <b>P&amp;P May 21</b> : The Prevention and Protection Function has accessed appropriate high rise properties to record 360 pictures to be support an LCMS training package. Work is now underway to add this material to LCMS for use as an interactive training tool. <b>TSA May 21</b> : The Training Function will assist P&P with the delivery of any identified additional training required.
	<i>Plans</i>												
GT 05	<i>that the owner and manager of every high-rise residential building be required by law to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems;</i>	High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. This is not currently being done. MSF information plate system in place across Scotland.	Yes	SFRS to monitor progress and consider the impact of legislative change and prepare accordingly. Review extent of MSF plate implementation across SDA's	Building Owners	OPS		No	Jun-21				SFRS to monitor any legislative change and prepare accordingly. Recommendation being considered by MWG Fire Safety sub group.
GT 06	<i>that the owner and manager of every high-rise residential building be required by law 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>	High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. This is not currently being done. MSF information plate system in place across Scotland.	Yes	SFRS to monitor progress and consider the impact of legislative change and prepare accordingly. Review extent of MSF plate implementation across SDA's	Building Owners	OPS		No	Jun-21				SFRS to monitor any legislative change and prepare accordingly. Recommendation being considered by MWG Fire Safety sub group.
GT 07	<i>I 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</i>	The question of premises information boxes will be addressed by the Grenfell Tower Fire Safety Group which is led by SG colleagues.  SFRS also utilise a system of high rise information plates located on the exterior of buildings which provide key information to attending crews.	No	Current SFRS arrangements meet the spirit of R7 but further investigation is required to establish the extent and accessibility of information held. A review of the high-rise information plate system would also be beneficial and this will be incorporated into the work of the MWG	SFRS	OPS / SD		No	Mar-21				OPS Jan 21. An information gathering template has been developed along with a supporting GIN. This is currently being trialled in several LSO Areas and once finalised will be incorporated into the High Rise SOP.  <b>May 21</b> - Operational Intelligence, (OI) including Fire Service Response Plans (FSRP) of relevant buildings is stored on a bespoke electronic Operational Intelligence System (OIS) that is available on a removable Tablet device on all Frontline Fire Appliances. This allows access to relevant risk information at point of need in any sector or Bridgehead. A desktop version of this is also available in all Command Support Units (CSU's), Incident Support Rooms and the 3 SFRS Operational Control (OC) Rooms. This systems also holds all relevant Standard Operating Procedures (SOP's) for the Incident Commander to refer to as required. A tailored response plan is added on a risk based approach where this is required due to building complexity or layout. While SFRS is equipped to receive and store electronic plans work is still ongoing to develop plans for all identified premises.  <b>Ops May 21</b> - Further work is ongoing to enhance the provision of plans to incident commanders. A 'pop up' function is being developed for the appliance GETAC tablets that will provide OICs with information when mobilised to incidents. For example if mobilised to a high rise building fire, any Fire Service Response Plan (for that premises), operational procedure for Firefighting in buildings, operational procedure for High Rise buildings any relevant operational intelligence information 'pop up' on the tablet allowing the OIC to access any required information rather than having to search the tablet for it.
	<i>Lifts</i>												
GT 08	<i>that the owner and manager of every high-rise residential building be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals;</i>	Not widely done by building owners. Operation of firefighters switch included in quarterly multi storey inspection regime carried out by SFRS.	Yes	Captured under GT4 action. No further SFRS action required. Monitor any legislative change and prepare accordingly.	Building Owners	Building Owners - P&P		No	Jun-21				SFRS to monitor any legislative change and prepare accordingly. Recommendation being considered by MWG Fire Safety sub group.
GT 09	<i>that the owner and manager of every high-rise residential building be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.</i>	Not widely done by building owners. Operation of firefighters switch included in quarterly multi storey inspection regime carried out by SFRS.	Yes	Captured under GT4 action. No further SFRS action required. Monitor any legislative change and prepare accordingly.	Building Owners	Building Owners - P&P		No	Jun-21				SFRS to monitor any legislative change and prepare accordingly. Recommendation being considered by MWG Fire Safety sub group.

	Communication between the control room and the incident commander											
GT 11	<p>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;</p>	<p>Reviewed version of Radio Procedures COP was published in February 2020. Opportunity for training refresh to coincide with publication of this. Incident Command team currently deliver input on ICL1 Development Courses in relation to Radio Procedures' deliver input and on the ICL2 Development Courses in the practical use of Airwave Radios and Radio Procedures.</p> <p>On all ICL courses instructors reinforce the importance of communication with OC it is also part of the marking criteria set out within both WM7 and EFSM 1.</p> <p>An OC GC has been aligned to Training, Safety and Assurance (TSA) Directorate to support ongoing development of training courses aligned to OC and communications.</p>	No	<p>A recommendation within the TED Review, the Group Commander from OC with the Training Reference will work closely with the Training Directorate, this will ensure OC are embedded within training and should ensure a closer working relationship.</p> <p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to test communication between Incident Commanders and OC.</p> <p>A review of OC comms input is required for ICL 3&amp;4 courses.</p>	SFRS	OPS / TSA		TED Review	Jun-21			<p>Mar 21 OC provide input on communications to FDO courses</p> <p><b>Ops May 21</b> - This action is met through the input on ICL1 Development Courses in relation to Radio Procedures' deliver input and on the ICL2 Development Courses in the practical use of Airwave Radios and Radio Procedures. On all ICL courses the importance of communication with OC is reinforced and forms part of the marking criteria. To further enhance and develop this provision the undernoted measures are being taken.</p> <p><b>Ops May 21</b> Fire Survival Guidance (FSG) Exercise scheduled 14th May 2021. This will test the communications systems (SharePoint database, dedicated talk group and mobile devices) between OC and the fireground when multiple FSG calls are being handled and the Evacuation Team are being stood up.</p> <p>This will provide feedback on draft High Rise Evacuation procedures for;</p> <ul style="list-style-type: none"> <li>OC recording information on the database</li> <li>OC passing information to the fireground (database and talk group)</li> <li>fireground interpreting and sharing the information with the relevant persons</li> <li>fireground recording updates on the database</li> <li>fireground passing information to OC (database and talk group)</li> </ul> <p><b>TSA April 21:</b> A review of OC comms input is required for ICL 3&amp;4 courses will be complete by September 2021. This work is now being progressed after being delayed due to the COVID-19 pandemic.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all recommendations within the CIP is currently being developed.</p>
GT 14	<p>Emergency Calls</p> <p>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;</p>	<p>Further investigation required regarding how this relates to SFRS call management. SFRS Policy is detailed in the Control Operating Procedure: Call Handling which outlines the methods of questioning and information gathering. This is a core skill for OC personnel and is incorporated into annual training. Further investigation will be carried out to ensure that that procedures meet the requirements of these recommendations.</p> <p>Work is ongoing at a national level to develop guidance. Two OC personnel have been seconded to NOG to develop FSG and emergency call handling procedures. 15/01/21 The first draft of Control NOG relating to Fire Survival Guidance is out for consultation</p>	No	<p>SFRS to benchmark against LFB. LFB workshop is scheduled for Feb 2020.</p> <p>Workshop timescales have slipped. 15/01/21 LFB procedures will be incorporated into National Guidance. SFRS Call handling processes robust and will be subject to routine review</p>	SFRS	OPS		N/A	June 21 - Sept 21			<p>Mobilising officers meeting on 28/01/20 for UK fire control to examine procedures. Work is being carried out by NOG to create Control Call Handling Guidance the first section of this is due to be published in May 21. SFRS call handling procedures as outlined in the Call Handling COP and will be reviewed and amended if appropriate at that time.</p> <p>Completion of this action is dependant on the progress of work by the NOG.</p>
GT 16	<p>that all fire and rescue services develop policies for handling a large number of Fire Survival Guidance (FSG) calls simultaneously;</p>	<p>A FSG module is contained in OC TIOC as a core module. A procedure is being developed that provides a process for OCs managing multiple FSG calls and relaying the information gathered to the Incident via the Command Support Unit. practical testing of this procedure has been delayed due to COVID19.</p> <p>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.</p>	No	<p>Practical exercises planned to incorporate change of advice, how we communicate details of multiple FSG and co-ordination between control room and incident ground. 15/01/21 This has been delayed due to current COVID situation planning meeting arranged for 20/01/21.</p>	SFRS	OPS		OC Ex	June 21 - Sept 21		NTG20 procedure	<p>28 January 21 MOG meeting NTG20 has been installed in all UK Controls. This is a broadcast talkgroup between Fire Controls which allows transmission of risk critical information including a change of FSG advice to other fire Controls. This is being tested UK wide every Tuesday. SFRS is currently awaiting exercise results on the transmission of information to incident ground.</p>
GT 17	<p>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;</p>	<p>Specific Fire Survival Guidance (FSG) guidance can currently be obtained on CSU's via accessing the relevant OC log and via recorded voice messages between OC and the Officer in Charge (OIC) of the Incident.</p> <p>SFRS are currently developing a new Command and Control Mobilising System, with the facility to access realtime identical data on the incident ground via an electronic application to further enhance SFRS's ability to accurately deploy resources to the areas of greatest need and enhance Firefighter and Public safety. In the meantime the use of an Office 365 spreadsheet which can be accessed by OC and the CSU is being developed.</p>	No	<p>Investigation will be carried out to ascertain if this will be achievable with the CCMS once the system is live.</p>	SFRS	OPS		No	Jun-21			<p>Draft procedure has been created and proof of concept has been carried out with OC and CSU personnel - awaiting outcome of Exercise planned for the 14th May 2021 prior to training being rolled out, once the exercise is complete and the results analysed this action will be complete.</p> <p><b>Ops May 21:</b> Fire Survival Guidance (FSG) Exercise scheduled 14th May 2021. This will test the communications systems use of office 365 (SharePoint database, dedicated talk group and mobile devices) between OC and the fireground when multiple FSG calls are being handled and the Evacuation Team are being stood up.</p> <p>This will provide feedback on draft High Rise Evacuation procedures for;</p> <ul style="list-style-type: none"> <li>OC recording information on the database</li> <li>OC passing information to the fireground (database and talk group)</li> <li>fireground interpreting and sharing the information with the relevant persons</li> <li>fireground recording updates on the database</li> <li>fireground passing information to OC (database and talk group). A training plan will be developed as per GT7</li> </ul>

GT 18	that policies be developed for managing a transition from "stay put" to "get out";	Interim OC procedure in place - reliant on decision from the fireground. Draft High Rise Tactical Evacuation Strategy has been developed which considers additional resources, co-ordination and recording. Awareness briefing 16/10/2017 provides some guidance on managing transition to full evacuation. SOP High Rise Buildings released on 15/6/20 provides guidance on managing full evacuation.	No	Test SOP through planned practical exercise prior to wider dissemination.	SFRS	OPS		OC Ex	Jul-24			SOP Released 15/6/20
GT 19	that control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.	Interim OC procedure in place - reliant on decision from the fireground. Draft High Rise Tactical Evacuation Strategy has been developed which considers additional resources, co-ordination and recording. Awareness briefing 16/10/2017 provides some guidance on managing transition to full evacuation.	No	As above	SFRS	OPS / TSA		OC Ex	Mar-20 Sep-21			Interim procedure still in place - awaiting exercise <b>14th May 21</b>  <b>Ops May 21</b> Fire Survival Guidance (FSG) Exercise scheduled 14th May 2021. This will test the communications systems and use of the Office 365 solution (SharePoint database, dedicated talk group and mobile devices) between OC and the fireground when multiple FSG calls are being handled and the Evacuation Team are being stood up. This will provide feedback on draft High Rise Evacuation procedures for; • OC recording information on the database • OC passing information to the fireground (database and talk group) • fireground interpreting and sharing the information with the relevant persons • fireground recording updates on the database • fireground passing information to OC (database and talk group) this exercise will inform future development of the OC procedures.
GT 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	Procedures exist between SAS, SFRS and PS to pass relevant calls. Has been discussed at SFRS, SAS and PS Control room managers meeting.	No	Final review of SFRS procedures required	TriService	OPS		No	Jun-21 Sept 21			The set up within Scotland and arrangement with BT means the likelihood of SAS or PS receiving Fire Survival calls is unlikely, however this is on the agenda for Tri Service Control meetings when they resume after COVID
GT 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)	Captured within the BA Policy and Operational Guidance sections 15.4 Search Co-ordinator and 15.5 Co-ordinating a search  Trainee Firefighters on their Foundation Programme are taught to provide a comprehensive update to the BAECO when returning from deployment, this is delivered through their BA phase and Scenario phase.  Trainees are also taught how to record information on the BA Entry Control Board. Trainees receive input from the Incident Command team on their Foundation Course on the Incident Command system, ARAs, DRAs and risk awareness and risk perception.  On ICL courses officers are taught to set up regular updates from sectors to feed into Incident Command timeline for messages to OC.	No	This can be further tested with the introduction on Practical Live Play Exercises and has been captured within the Operational Training Review. Pilot to standardise Command Support Training has now concluded and training content will now be rolled out nationally, this includes application of message timeline and communication with OC	SFRS	OPS / TSA		N/A	21-Jun			This is already incorporated into the SFRS Breathing Apparatus Policy & Operational Guidance.  Confirmation required from TSA - Confirmed. Jan 21 - Command Support Training for Command Unit stations is on-going with options of delivery being assessed due to COVID restrictions.  TSA April 21: Incident Command training has been delivered to all watches on stations with Command Support Units. Additional training has been provided on the set up of satellite communications systems that are now available for use.  LCMS modules have been created to provide maintenance of skills for Command Support.  The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all recommendations within the CIP is currently being developed. Once the implementation plan is developed this action will be complete.
GT 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.	Processes are in place to ensure that efficient communication takes place between the incident ground and the control room and incident support room. Further investigation will be carried out to ensure that procedures meet the requirements of these recommendations.	No	Testing of new procedure to be carried out early in 2020. This may include use of point to point calls. This will be tested during planned exercises. Linked to GT10, GT16 and GT13	SFRS	OPS		OC Ex	Mar-20  Sep-21			As above regarding interim procedures and awaiting exercise  <b>Ops May 21</b> see GT 11 May 21 update for details of Fire Survival Guidance Exercise which will be testing communication systems
GT 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.	A procedure is being developed that provides a process for OCs managing the multiple FSG calls and relaying the information gathered to the Incident via the Command Support Unit. Direct communication between OC and the Bridgehead does not align with the Incident Command process and will not be pursued by SFRS.	No	Link to GT 13,16, 17 and 24	SFRS	OPS		OC Ex	Mar-20 Jun-21			As above regarding interim procedures and awaiting exercise  <b>Ops May 21</b> Direct communication between OC and the Bridgehead does not align with the Incident Command process and will not be pursued by SFRS.

Equipment												
GT 27	<i>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.</i>	Ongoing testing regime ensures all units are fully functional. Command Support Unit training is currently facilitated at station level. A pilot has been undertaken to incorporate the use of Command Support Unit personnel on ICL training courses and assessments. National rollout underway including application of message timeline and communication with OC.	No	Develop a plan to deliver training to all personnel on stations with Command Support Unit Stations to incorporate the unit set up and the roles and responsibilities of all crews when attending incidents. Rollout due for completion in Q4 2020.	SFRS	OPS / TED		N/A	01-Jun		<a href="https://ihub.firescotland.gov.uk/download.cfm?docm93ijim4n16156.xls&amp;ver=54913">https://ihub.firescotland.gov.uk/download.cfm?docm93ijim4n16156.xls&amp;ver=54913</a>	Jan 21 - Command Support Unit training of station crews is on-going with options of delivery being assessed due to COVID restrictions.  <b>TSA April 21:</b> Incident Command training has been delivered to all watches on stations with Command Support Units.  Additional training has been provided on the set up of satellite communications systems that are now available for use.  LCMS modules have been created to provide maintenance of skills for Command Support.
Evacuation												
GT 29	<i>that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;</i>	Procedures developed and captured within the High Rise Tactical Evacuation Strategy SOP. Link to GT 16,17,18 & 19.  High Rise SOP now released.	No	Tactical evacuation strategy now in draft and to be tested prior to release.	SFRS	OPS		OC Ex	Mar-20  Sep-21			Testing & exercising to be carried out early in 2020.  27/04/20 - Delayed by COVID19  <b>Ops May 21</b> Draft Evacuation procedure will be trialled during Fire Survival Guidance Exercise <b>14th May 2021</b> , which includes <ul style="list-style-type: none"> <li>Incident ground FSG/evacuation Information gathering/recording</li> <li>OC actions – FSG recording, mobilisation triggers, ISR</li> <li>Evacuation Team actions</li> </ul> This will provide feedback to develop the draft procedure further ahead of running practical trials later this year (2021). Previous updates regarding the Tactical Evacuation Strategy SOP have been superseded by the publication of the High Rise SOP.
GT 34	<i>that all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.</i>	Evaluation currently underway.	No	Await result of evaluation	SFRS	OPS		No	Jun-21			Jan 21 Ops: Smoke hood evaluation underway in SL report to be compiled by March 21 to allow SFRS to evaluate findings.  <b>Ops May 21</b> Smoke hood trials carried out by South Lanarkshire LSO Area report submitted to the Service Delivery Directorate and is being progressed to AMLB on June 1 for decision on a wider pilot.
Internal Signage												
Fire Doors												
Co-operation between emergency services: The inquiry recommends that the Joint Doctrine be amended to make it clear:												
GT 44	<i>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.</i>	The new SFRS mobilising system will be Multi Agency Incident Transfer (MAIT) enabled which will allow future investigation into the transfer of data to take place.	No	Monitor once CCMS comes online.	TriService	OPS		N/A	Jun-21			<b>Ops May 21:</b> the completion of this action is predicated on the introduction of the CCMS which is scheduled for Jan 22. This action cannot be progressed until the CCMS project is implemented. The Systel system has a requirement to be MAIT compliant and therefore SFRS cannot progress this work until the system has gone live. The statement of requirements for the CCMS includes MAIT and therefore this action is considered to be part of that project. Following discussions with the CCMS project manager it is recommended this action be transferred to the CCMS project.
GT 45	<i>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.</i>	PS footage has been used at previous incidents but currently SFRS do not have the ability to do this. AC Logan is in communication with PS to assess feasibility.	No	Investigate protocol within Scotland.	TriService	OPS		N/A	Jun-21			<b>Ops May 21:</b> Police Scotland have confirmed they will share available footage, however they do not intend to progress the work in relation to the airborne datalink. This action has been progressed as far as possible and with no further action proposed by Police Scotland  <b>Op May 21</b> - it is of note that within SFRS the use of aerial footage to support operational activity is currently available through the use of the Community Asset Register which includes Drone support. In addition Police Scotland are exploring the potential use of Drones. SFRS are exploring the potential to use Drones to support operational activity through the AMLB.

# Strategic Risk Summary

# Appendix 1a

Strategic Risk	Description	SLT Risk Owner	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	16 ↑
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	Director of Service Delivery	15
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	Deputy Chief Officer	12
4	Ability to ensure legal and regulatory compliance	Director of Strategic Planning, Performance and Communications	12
5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally	Director of People & Organisational Development & Director of Training, Safety and Assurance	16
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value	Director of Finance and Contractual Services	20
7	Ability to deliver a high quality, sustainable service within the funding envelope	Director of Finance and Contractual Services	12
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	12
9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands	Deputy Chief Officer	16



# SDC Aligned Directorate Risk Summary

# Appendix 1b

Strategic Risk	SR Summary	Directorate Ref.	Summary Name	Risk Description	Risk Owner	Current Rating
1	Improve Safe and Wellbeing of Communities	SD002	Concurrency of Events	There is a risk of failing to plan the response to planned or unplanned events, due to inadequate funding or lack of resources etc. 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.	Head of Operations	10
1	Improve Safe and Wellbeing of Communities	SD004	Standardisation of Service Delivery	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 of serious injury to staff or members of our local communities.	Head of Operations	9
1	Improve Safe and Wellbeing of Communities	SD005	Water Supply	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.	Head of Operations	8
1	Improve Safe and Wellbeing of Communities	SD008	Sufficient Resource	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	Head of Prevention and Protection	16

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Strategic Risk	SR Summary	Directorate Ref.	Summary Name	Risk Description	Risk Owner	Current Rating
1	Improve Safe and Wellbeing of Communities	SD010	Compliance Fire Act (Scotland) Part 3	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.	Head of Prevention and Protection	20
1	Improve Safe and Wellbeing of Communities	SD011	Reserved Matters	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.	Head of Service Delivery	16
2	Reduction of UFAS	SD007	Reduction of Unwanted Fire Alarms	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 an increased or excessive operational demand on the SFRS, an increase of blue light journeys and consequential risk.	Head of Prevention and Protection	15
5	Skilled, trained and motivated staff	SD006	Statutory Duties	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	Head of Functions	16
6	Adequate operational assets, equipment etc.	FCS003	Assets Deployment	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.	Head of Asset Management	12



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Strategic Risk	SR Summary	Directorate Ref.	Summary Name	Risk Description	Risk Owner	Current Rating
6	Adequate operational assets, equipment etc.	FCS004	Assets Operational	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.	Head of Asset Management	12
6	Adequate operational assets, equipment etc.	SD001	Command and Control Mobilising Systems	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.	Head of Operations	20
6	Adequate operational assets, equipment etc.	SD003	Operational Availability Systems	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 licence issues in some LSO areas of SFRS.	Head of Operations	20
8	Improve performance	FCS008	Environmental Management	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.	Head of Asset Management	9
8	Improve performance	SPPC001	Service Performance Management	A failure to provide Service Performance Management Information resulting in inaccurate data and loss of confidence in service performance.	Head of Corporate Governance	8
9	Protect Staff Covid-19	SDD003	Covid-19	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	Head of Service Development	12

# SDC Aligned Directorate Risk Actions

## Appendix 1c

Strategic Risk	Directorate Ref.	Summary Name	Action Description	Risk Owner	Due Date	Current Rating	Target Rating
1	SD010	Compliance Fire Act (Scotland) Part 3	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements. Quarter 4 2021.	Head of Prevention and Protection	31/03/21	20	12
1	SD010	Compliance Fire Act (Scotland) Part 3	Explore opportunities within the Service Delivery Directorate to enable a structural review of the delivery of enforcement.	Head of Prevention and Protection	31/03/21	20	12
1	SD010	Compliance Fire Act (Scotland) Part 3	Conclude Business case process	Head of Prevention and Protection	31/03/21	20	12
1	SD010	Compliance Fire Act (Scotland) Part 3	Develop a Technical Skills paper covering FSE to capture the current challenges and propose potential solutions	Head of Prevention and Protection	31/03/21	20	12
1	SD008	Sufficient Resource	Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements. Quarter 4 2021	Head of Prevention and Protection	31/03/21	16	12
1	SD008	Sufficient Resource	Incorporate Community Risk Index into CSE planning (Dependant on Service Delivery Model Programme timescale)	Head of Prevention and Protection	31/03/21	16	12
1	SD011	Reserved Matters	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.	Head of Operations	31/03/21	16	12
1	SD011	Reserved Matters	Formal implementation of MTA Strategy	Head of Operations	31/03/21	16	12

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Strategic Risk	Directorate Ref.	Summary Name	Action Description	Risk Owner	Due Date	Current Rating	Target Rating
1	SD011	Reserved Matters	Review MTA Strategy	Head of Operations	31/03/21	16	12
1	SD002	Concurrency of Events	Manage output from EU Co-ordination Group (ongoing)	Head of Operations	31/03/21	10	4
1	SD002	Concurrency of Events	Develop concurrency Arrangements with Strategic Coordination Centre	Head of Operations	31/03/21	10	4
1	SD002	Concurrency of Events	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.	Head of Operations	31/03/21	10	4
1	SD004	Standardisation of Service Delivery	AOP - Develop Ops Response Framework 21/31	Head of Operations	31/03/21	9	6
1	SD004	Standardisation of Service Delivery	AOP - Develop Operational Response and Resilience strategy governance process	Head of Operations	31/03/21	9	6
1	SD004	Standardisation of Service Delivery	AOP - Review and update the PDAs, SOPs and associated policies for a wildfire response.	Head of Operations	31/03/21	9	6
1	SD004	Standardisation of Service Delivery	R&R currently undertaking an internal structural review which will influence future practices	Head of Operations	31/03/21	9	6
1	SD004	Standardisation of Service Delivery	Operations document revision project.	Head of Operations	31/03/21	9	6
1	SD005	Water Supply	Ongoing dialogue between R&R managers, SFRS Legal manager and Scottish Water to discuss charging issues and finalise service level agreement (SLA).	Head of Operations	31/03/21	8	8
1	SD005	Water Supply	Engagement sessions continue with Service Delivery Areas (SDAs) to progress ICT business case for hydrant system development.(ongoing)	Head of Operations	31/03/21	8	8
1	SD005	Water Supply	Draft internal audit report and action plan nearing completion. (Q4)	Head of Operations	31/03/21	8	8

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Strategic Risk	Directorate Ref.	Summary Name	Action Description	Risk Owner	Due Date	Current Rating	Target Rating
2	SD007	Reduction of Unwanted Fire Alarms	Develop an Implementation plan, based on outcome of options appraisal and decisions made by the SLT/Board. Q4 2021	Head of Prevention and Protection	31/03/21	15	9
2	SD007	Reduction of Unwanted Fire Alarms	Identify a preferred appraisal process	Head of Prevention and Protection	31/03/21	15	9
5	SD006	Statutory Duties	As the Service continues to adjust to the impact of the pandemic, a focus is now being placed upon promotion, recruitment of RVDS and Wholtime Duty System staff, within an inter-Service transfer process being progressed prior to the launch of WDS recruit	Director of Service Delivery	31/03/21	16	12
5	SD006	Statutory Duties	Impact assessment on the Target Operating Model due to the Coronavirus pandemic and subsequent impact upon recruitment into Wholtime, Retained and Volunteer Duty System.	Director of Service Delivery	31/03/21	16	12
5	SD006	Statutory Duties	The Service Delivery Directorate is conducting a structural review to ensure resources are allocated appropriately. The Prevention & Protection Function has reallocated resources to provide the appropriate managerial capacity to meet the Service's statutory requirements.	Director of Service Delivery	31/03/21	16	12
6	SD001	Command and Control Mobilising Systems	ICT to carry out analysis of the capability and reliability of existing systems and to prepare worst case planning assumptions and recovery action for each. Q4	Head of Operations	31/03/21	20	15
6	SD003	Operational Availability Systems	Operations Control Business Continuity Plan - testing to be completed for business continuity arrangements (Q4)	Head of Operations	31/03/21	20	15

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Strategic Risk	Directorate Ref.	Summary Name	Action Description	Risk Owner	Due Date	Current Rating	Target Rating
6	SD003	Operational Availability Systems	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	Head of Operations	31/03/21	20	15
6	SD001	Command and Control Mobilising Systems	Operations Control Business Continuity Plan - testing to be completed for business continuity arrangements (Q4)	Head of Operations	31/03/21	20	15
6	FCS003	Assets Deployment	Reviewing and renewal of Hard FM contract through Project Board	Head of Asset Management	31/03/21	12	8
6	FCS003	Assets Deployment	Implementation and collation stage of new laundry contract for PPE	Head of Asset Management	31/03/21	12	8
6	FCS003	Assets Deployment	Develop specific project management roles within the Capital Programme	Head of Asset Management	31/03/21	12	8
6	FCS004	Assets Operational	Monitoring accident damage	Head of Asset Management	31/03/21	12	9
6	FCS004	Assets Operational	Wear and tear of Assets monitored and reported to target investment	Head of Asset Management	31/03/21	12	9
6	FCS004	Assets Operational	Reporting of information to Security Group and further direction required	Head of Asset Management	31/03/21	12	9
6	FCS004	Assets Operational	Undertaking sample security audits of high priority / corporate buildings	Head of Asset Management	31/03/21	12	9
8	FCS008	Environmental Management	Commence decommissioning of identified fuel sites	Head of Asset Management	31/03/21	9	6
8	FCS008	Environmental Management	Develop and gain approval for Carbon Management Plan	Head of Asset Management	31/03/21	9	6
8	FCS008	Environmental Management	Develop and Publish Fleet strategy dealing with Carbon Reduction and addressing SG Climate Change Agenda	Head of Asset Management	31/03/21	9	6
8	FCS008	Environmental Management	Working with key partners - Transport Scotland - Scottish government - utilise additional and identified grant funding	Head of Asset Management	31/03/21	9	6

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Strategic Risk	Directorate Ref.	Summary Name	Action Description	Risk Owner	Due Date	Current Rating	Target Rating
8	SPPC001	Service Performance Management	SO4:13 Implement the new corporate Performance Management System (PMS) to strengthen performance management and business intelligence arrangements. (Mar 21)	Head of Corporate Governance	30/09/20	8	8
8	SPPC001	Service Performance Management	SO4:11 Implement the recommendations of the Business Intelligence review.	Head of Corporate Governance	31/03/21	8	8
8	SPPC001	Service Performance Management	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	31/03/21	8	8
9	SDD003	Covid-19	Supporting the organisational response to Reset & Renew from Covid-19	Head of Service Development	31/03/22	12	9



**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.

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<b>Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).</b>
<ul style="list-style-type: none"> <li>• P&amp;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.</li> <li>• Discussions are ongoing with TAS and external partners (NFCC, NIFRS, CS Todd &amp; Assc) to consider future training provision and current systems in place to retain skills.</li> <li>• Succession planning is a key theme during engagement with LSOs, P&amp;P Managers and HR to consider skills requirements when placing people into post or considering for promotion/transfer.</li> <li>• Peripatetic deployments of trained FSE staff across LSO areas in order manage local risk is an established process.</li> <li>• 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.</li> <li>• A COVID-19 recovery plan is being developed and a business case is being prepared to strengthen FSE through additional non-uniformed Auditing Officers.</li> </ul>
<b>External or other factors which might impact on the current risk assessment.</b>
<ul style="list-style-type: none"> <li>• The ongoing consequences of the Coronavirus Pandemic may adversely impact on the Service's ability to staff FSE resources and deliver its statutory duties.</li> <li>• 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.</li> <li>• Accreditation requirements for training providers following review of core competencies to meet NOS qualifications post Grenfell Tower Inquiry outcomes</li> <li>• Availability of training providers to provide specific training relating to Scottish Legislation.</li> </ul>



## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/14-21

Agenda Item: 11

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>							
<b>Meeting Date:</b>	<b>26 MAY 2021</b>							
<b>Report Title:</b>	<b>COMMITTEE VALUE ADDED STATEMENT 2020/21</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					<u><a href="#">A</a></u>	<u><a href="#">B</a></u>
		<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>	<u><a href="#">G</a></u>		
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to present the Service Delivery Committee (SDC) Value Added Statement 2020/21, outlining evidence of how the Committee supports the effective functioning of the Board.							
<b>2</b>	<b>Background</b>							
2.1	The Value Added Statement was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure and further to this feeds into the Annual Governance Statement.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 25 June 2020. The Value Added Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence.							
<b>4</b>	<b>Recommendation</b>							
4.1	The Committee is requested to scrutinise the contents of the SDC Value Added Statement 2020/21 as set out in Appendix A and provide feedback as necessary.							
<b>5</b>	<b>Key Strategic Implications</b>							
5.1	<b>Risk</b>							
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of Service Delivery activities to reduce risk while improving the safety of our Firefighters and Communities we serve, two key strategic priorities for the SFRS.							
5.2	<b>Financial</b>							
5.2.1	The SDC scrutinises and evaluates Service Delivery across Scotland, with regards to best value and contribution to National Outcomes.							
5.3	<b>Environmental &amp; Sustainability</b>							
5.3.1	There are no environmental and sustainability implications arising from this report.							

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5.4	<b>Workforce</b>
5.4.1	The Committee scrutinises the resources (people) and capability required for effective Service Delivery.
5.5	<b>Health &amp; Safety</b>
5.5.1	This report highlights the SDC contributing towards improving the Health, Safety and Wellbeing of all staff.
5.6	<b>Training</b>
5.6.1	This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2020/21.
5.7	<b>Timing</b>
5.7.1	This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2020/21.
5.8	<b>Performance</b>
5.8.1	Information contained within this report deems that there are no significant gaps in the performance of Service Delivery.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	This report provides an opportunity for SDC members to review the contents and provide feedback prior to its inclusion as part of the Annual Report and Audited Accounts for 2020/21.
5.10	<b>Legal</b>
5.10.1	Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i>
5.11.2	<i>No DPIA was required for this paper as it contains no personal information.</i>
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed Yes/No. If not applicable state reasons.</i>
5.12.2	Covered by the Corporate Governance Arrangements 2021 EIA.
5.13	<b>Service Delivery</b>
5.13.1	There are no Service Delivery implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not Applicable.
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A – SDC Value Added Statement 2020/21
<b>Prepared by:</b>	Heather Greig, Board Support Executive Officer
<b>Sponsored by:</b>	Nick Barr, Chair of the SFRS Service Delivery Committee
<b>Presented by:</b>	Nick Barr, Chair of the SFRS Service Delivery Committee

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<b>Links to Strategy and Corporate Values</b>		
This links to SFRS Strategic Plan 2019-22.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 May 2021</i>	<i>For Scrutiny</i>

## **Service Delivery Committee**

### **Annual Value Added Statement**

#### **2020/21**

#### **1 Purpose**

The purpose of this statement is to give an overview of the added value of the Service Delivery Committee over the period April 2020 – March 2021, in its role as a Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees, and is incorporated into the Service's Annual Governance Statement.

#### **2 Background**

The Service Delivery Committee was formed in April 2017 and serves to provide assurance to the Board, via the Chair of the Committee, on the ongoing safety, risk management, performance and quality management of business as usual operations. The Chair of the Committee reports directly to the Board at Board meetings with a verbal update report on Committee business.

#### **3 Summary of the Committee's Work**

The global Covid-19 pandemic provided a challenging environment within which to deliver SFRS core services. As the Service successfully adapted to these changes, the scrutiny and assurance role of the Committee continued through 4 on-line meetings and 2 workshops. The aspiration of the Committee to hold meetings around Scotland was curtailed by lockdown measures, hence there were no face-to-face SDC meetings.

At the beginning of this reporting period, there was a new Deputy Chief Officer in post and from July onwards, the HMFSI Chief Inspector reported to the Risk and Audit Committee rather than the Service Delivery Committee.

At each meeting, the Committee received a revised Service Delivery Update report from the Deputy Chief Officer. This comprehensive report outlines updates of key points of work from the Service Delivery Directorate and the Training, Safety and Assurance Directorate over the previous quarter.

Specific examples of the Committee's wider work are:

- Continued scrutiny of the action plans relating to the HMFSI inspection reports. During the year, the Committee scrutinised and gained assurance on the following action plans:
  - Performance Management Systems
  - Operational Control Dundee and Highlands and Islands Support
  - Fire Safety Enforcement
  - Local Area Inspection National Recommendations
  - Management of Fleet and Equipment
  - Provision of Operational Risk Information
- Grenfell Tower Fire – the Committee received quarterly reports on progress of the associated action plans relating to this tragedy.
- UFAS related work such as the Stocktake Report and the review project were both reviewed by the Committee and the Members received updates at each meeting.

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- Gaining greater understanding of operational issues and continuous improvement measures. To support this, specific briefings and papers were received on:
  - Clinical Governance – the proposed partnership approach and emerging ideas
  - Operational Assurance and Operational Discretion – and how these increase safety and create an improvement cycle
  - Covid-19 Gold decision making process and lessons learnt
  - The ability of the Service to maintain effective levels of capacity and resource

The Committee also focussed its attention on operational matters through 2 workshops held in November and March. Topics included:

- Firefighter competencies and currencies.
- Concurrency of events – and the combined risk that future significant events will bring.
- Command and Control Mobilisation Systems and the intended migration to a new hardware and software upgrade to the 3 Operational Control sites. This was a joint workshop with members of the Change Committee.

#### **4 Future Work Priorities of the Committee**

The Committee will continue to focus on key operational service delivery issues, including the imminent upgrade to the Operational Control centres. Analysis, understanding and improvement will be key elements of the post-Covid-19 work, as will the emerging impact of the Service Delivery Model Programme of work, the output from the UFAS working group and the developments with Clinical Governance.

The Terms of Reference provide a broad basis of scope that will ensure the Committee is able to conduct its business effectively.

#### **5 Actions to Improve the Committee's Governance Arrangements**

In order to exercise continual quality improvement of Committee business and increase knowledge and understanding of members, it is intended to:

- Continue to have the ability to privately debrief any issues of administration, presentation or governance following any meeting.
- To hold subject-specific workshops as and when necessary to ensure the development of understanding on key issues.
- Meet regularly with relevant directors to continue to ensure high-quality input and alignment to ToRs.
- Report matters as necessary to the Integrated Governance Forum for discussion amongst other committee chairs.
- Have a close working relationship with the TMPC to ensure a joined up approach on common areas of interest.

**Nick Barr**  
**Chair Service Delivery Committee**  
**May 2021**

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/15-21

Agenda Item: 12

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	26 MAY 2021						
Report Title:	RESPONSE & RESILIENCE REVIEW AND INTERNAL RESTRUCTURE						
Report Classification:	For Information Only	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Service Delivery Committee (SDC) information in relation to the recent review of the Response and Resilience (R&R) Function and the resultant structural changes and naming conventions that were implemented on 4 January 2021. This paper supports a presentation to the Committee.						
<b>2</b>	<b>Background</b>						
2.1	The R&R Directorate was established as part of the preparation for the reform in 2013 of the 8 legacy Scottish Fire and Rescue Services into a single Scottish Fire and Rescue Service (SFRS). For the first 7 years of SFRS, R&R was led by an Assistant Chief Officer (ACO) with a sizeable team of strategic, middle and supervisory managers supported by a number of non-uniformed support staff.						
2.2	In March 2020 an organisational restructure saw R&R become a Function of the wider Service Delivery Directorate. This change of structure created a business closeness and has altered the working relationship between the constituent Functions, particularly at Head of Function level.						
2.3	An Internal Review of R&R was commissioned to examine the structure, work, working practices and culture of the Function and to make recommendations on how alterations and improvements across all of these would ensure a positive transition from a standalone entity to an integrated and equal partner within the Service Delivery Directorate.						
2.4	The initial engagement process was carried out over an 8-week period and involved representatives from Uniformed and Support staff from multiple departments within R&R. Key external stakeholders were also engaged to provide a balanced and objective context to the review. The engagement involved facilitated group interviews, with the findings collated for analysis.						
2.5	Following the initial report's publication numerous further engagement sessions were held with staff groups to discuss the recommendations and to collectively develop relevant actions.						

3	Main Report/Detail
3.1	<p>Whilst the Review made a number of observations there were 4 key areas of initial focus identified that would address many of the recommendations contained within the report:</p> <ul style="list-style-type: none"> <li>• Redefine the R&amp;R structure and the roles within it;</li> <li>• Development of a communication and engagement strategy;</li> <li>• Creation of a delivery plan to resource and launch the document suite review; and</li> <li>• Creation of a framework to deliver a fit for purpose Operational Strategy.</li> </ul>
3.2	<p>Through the findings of the report, and extensive staff engagement, it was recognised that, to satisfy many of the recommendations and to enable longer term strategic development whilst fully supporting the wider Service Delivery Directorate on a daily basis, a restructure of the Function was required.</p>
3.3	<p>This restructure positions the Function with a front and back office approach with a significant increase in project based and matrix management styles of working.</p>
3.4	<p>To support this, and to clearly illustrate a departure from the former R&amp;R Directorate, the Function's name has been changed to 'Operations' with two new teams established from within the existing establishment. These areas are the Operational Support and Operational Strategy &amp; Development Teams.</p>
3.5	<p>The Operational support team is led by an Area Commander and is comprised of the Embed OCCTU role, Civil Contingencies Team and a newly formed Frontline Support team containing the Water Planning and Operational Intelligence departments alongside a dedicated team of Station and Watch Commanders to support the wider Service Delivery Directorate.</p>
3.6	<p>This Frontline support team, led by a Group Commander, will be pivotal in supporting frontline Operations and supporting LSO Areas to resolve real time issues in relation to policy, procedure, appliances and equipment and supporting national events.</p>
3.7	<p>With the inception of this team, a gateway process is being established to ensure the flow of work into and from the Operations function is appropriately managed.</p>
3.8	<p>There will be an expectation that this team will support in the areas highlighted, but ownership will remain with the wider Service Delivery Directorate.</p>
3.9	<p>The creation of this new department aligns to the broader review of the Service Delivery Directorate contained within the AOP, with benefits of increased collaborative working and the ability to utilise skill sets from members of staff throughout Scotland in a collective way.</p>
3.10	<p>Operational Strategy &amp; Development is led by an Area Commander and has responsibility for the implementation of the Document Suite Review, the development of the Operational Strategy through the creation of a Future Concepts team and the coordination of the development of Capabilities Assets in equal partnership with the identified capability leads.</p>
3.11	<p>This work is seen as a key enabler to drive forward innovative changes to our Operational response and to support and align with the work of the Service Development Directorate where appropriate.</p>
3.12	<p>The Retained and Volunteer Duty System Strategy project has been moved from SDMP to sit under the National RVDS Leadership Forum. A Group Commander has been appointed to lead the RVDS Support Team and they will form part of the Operational Strategy &amp; Development Team with a dedicated RVDS Support team currently being established to support all aspects of RVDS strategy Development and the wider Service</p>



	Delivery Directorate. This structure provides new opportunities to ensure strategy, policy, procedures and practices are sense checked from an RVDS perspective from the outset.
3.13	The Function's Business Management is now supported by a Project Support Officer and Station Commander from Operations Control. This arrangement not only demonstrates the full integration within Operations Function but enhances development opportunities for OC staff.
3.14	Operations Control are currently restructuring their references to support the wider changes to the Operations Function and are working to a 5-year succession plan which ensures staffing levels remain buoyant regardless of attrition rate.
3.15	The COP26 team remain extant due to already agreed project funding and parameters.
3.16	It was recognised through the review that there is an ebb and flow of work in all areas of Operations and that there will be times when most of the function are required to work on one specific task or issue, but on completion of said task they will return to their appropriate roles.
3.17	The structure above allows capacity to be created, removes the potential for single points of failure, allows staff to be involved in many different areas of operational business and the flow of staff between the support and strategy teams further aids organisational and personal development.
3.18	The relationship of the Operations Function with the wider organisation will change, and it should be noted that areas such as GIN and TIN reviews, level 1 H&S investigations, UIG involvement and much of the development of the capabilities will sit with experienced staff within Local Senior Officer (LSO) Areas with the Operations function playing a supportive role in the development of these workstreams.
3.19	Changes to the structure, and more importantly the relationship between Operations and the wider Service, as well as the working practices form part of ongoing and sustained communications and engagement with colleagues. A great deal of engagement with stakeholders has already been undertaken and wider comms to the organisation supported by Corporate Comms through SFRS News etc. is ongoing.
<b>4</b>	<b>Recommendation</b>
4.1	The Service Delivery Committee is asked to note the outcomes of the R&R Review, the resultant restructure and rebranding and the evolving new relationship with the Service Delivery Directorate and wider Service.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The review and resultant restructure supports risk mitigation by providing a long term operational strategy and in relation to the document suite conversion/review project.
5.2	<b>Financial</b>
5.2.1	Review and restructure contained within existing revenue budget.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There is no immediate environmental or sustainability impact however the development of a more decentralised model and way of working combined with the use of on line meeting solutions may ultimately reduce vehicle movements.
5.4	<b>Workforce</b>
5.4.1	The recommendations support a safer, more effective operational workforce.



5.5	<b>Health &amp; Safety</b>	
5.5.1	Effective management of the operational documents, strategy and capability development have a direct impact on the SFRS core value of safety.	
5.6	<b>Training</b>	
5.6.1	No external training requirements however training and development of staff within Operations is seen as a benefit of the restructure.	
5.7	<b>Timing</b>	
5.7.1	New Operations structure was introduced in January 2021.	
5.8	<b>Performance</b>	
5.8.1	Performance will be measured against achievement of any actions outlined in the AOP or individual project dossiers and timelines.	
5.9	<b>Communications &amp; Engagement</b>	
5.9.1	A communications and engagement plan is in place to support the restructure including defining roles and responsibilities of new function.	
5.10	<b>Legal</b>	
5.10.1	Restructure supports Statutory responsibilities in relation to compliance.	
5.11	<b>Information Governance</b>	
5.11.1	Data Protection Impact Assessments will be reviewed in line with any changes.	
5.12	<b>Equalities</b>	
5.12.1	Equality impact assessments will be carried out as required.	
5.13	<b>Service Delivery</b>	
5.13.1	Review and restructure directly linked to improving support to wider Service Delivery Directorate needs.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable.	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Not applicable.	
<b>Prepared by:</b>	David Farries, Head of Operations	
<b>Sponsored by:</b>	Stuart Steven, Assistant Chief Officer	
<b>Presented by:</b>	David Farries, Head of Operations	
<b>Links to Strategy and Corporate Values</b>		
Strategic Plan 2019-22 Objective 2.2: We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology. Objectives 3.3: We will care for our people through progressive health, safety and wellbeing arrangements.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>26 May 2021</i>	<i>For Information</i>

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 13.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<b>1 SEPTEMBER 2021</b>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration Of And Decision On Any Items To Be Taken In Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Service Delivery Update</li> <li>• Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports; UFAS</li> <li>• Operational Learning</li> <li>- Clinical Governance (Interim Report)</li> <li>• Spotlight Risks:</li> <li>- TBC</li> <li>• Reports for Consideration:</li> <li>• Review of Actions</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Date of Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Review - Stuart Stevens/David Farries</li> </ul>	<ul style="list-style-type: none"> <li>• Grenfell Fire Update (Interim Report)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
24 NOVEMBER 2021	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration Of And Decision On Any Items To Be Taken In Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Service Delivery Update</li> <li>• Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports; UFAS</li> <li>• Operational Learning</li> <li>- Clinical Governance</li> <li>• Spotlight Risks:</li> <li>- TBC</li> <li>• Reports for Consideration:</li> <li>• Review of Actions</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Date of Next Meeting</li> </ul>	•	<ul style="list-style-type: none"> <li>• Grenfell Fire Update (Full Update Report)</li> </ul>	•	•

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
23 FEBRUARY 2022	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies For Absence</li> <li>• Consideration Of And Decision On Any Items To Be Taken In Private</li> <li>• Declaration of Interests</li> <li>• Minutes</li> <li>• Action Log</li> <li>• Service Delivery Update</li> <li>• Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports; UFAS</li> <li>• Operational Learning</li> <li>- - Clinical Governance (Interim Report)</li> <li>• Spotlight Risks:</li> <li>- TBC</li> <li>• Reports for Consideration:</li> <li>• Review of Actions</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Date of Next Meeting</li> </ul>	•	<ul style="list-style-type: none"> <li>• Grenfell Fire Update (Interim Report)</li> </ul>	•	•