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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**WEDNESDAY 23 FEBRUARY 2022 @ 1000 HRS**

**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: 24 NOVEMBER 2021 (attached)** *N Barr*  
*The Committee is asked to approve the minutes of this meeting.*
- 6 ACTION LOG** *Board Support*  
*The Committee is asked to note that there were no outstanding actions.*
- 7 SERVICE DELIVERY UPDATE (attached)** *R Haggart*  
*The Committee is asked to scrutinise the attached report.*
- 8 SERVICE DELIVERY PERFORMANCE REPORTING**
  - 8.1 Quarterly Performance Report for Q3 2021-22 (attached) *S Stevens*
  - 8.2 Independent Audit/Inspection Action Plan Update (attached) *R Whetton*
  - 8.3 Update on Development of Work Plan to Implement the Preferred UFAS Response Option (attached) *S Stevens*

*The Committee is asked to scrutinise these attached reports.*

Please note that the public meeting will be recorded and published on the SFRS Website.

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**9 OPERATIONAL LEARNING**

- 9.1 SFRS Operational Clinical Governance Framework - Update (*attached*)
- 9.2 Grenfell Tower Fire Update (*attached*)

J Dickie  
S Stevens

*The Committee is asked to scrutinise these attached reports.*

**10 CLIMATE CHANGE**

- 10.1 Wildfire Strategy Update (*attached*)

S Stevens/  
B Farquharson

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

**11 SERVICE DELIVERY RISK REGISTER**

- 11.1 Committee Aligned Directorate Risks (*attached*)
- 11.2 Risk Spotlight – Omicron: Emerging Risk and Impact on Operational Availability (*attached*)

R Haggart

S Stevens

*The Committee is asked to scrutinise these attached reports.*

**12 UPDATE FROM HM FIRE SERVICE INSPECTORATE (*attached*)**

HMFSI

*The report is for information only.*

**13 FORWARD PLANNING**

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

N Barr

N Barr

**14 REVIEW OF ACTIONS**

Board Support

**15 DATE OF NEXT MEETING**

Wednesday 31 May 2022 at 1000 hrs

**PRIVATE SESSION****16 OPERATIONS CONTROL RESILIENCE MANAGEMENT (*presentation*)**

L Logan/  
D Farries

Please note that the public meeting will be recorded and published on the SFRS Website.



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**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**WEDNESDAY 24 NOVEMBER 2021 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Nick Barr, Chair (NB)  
Lesley Bloomer (LBI)

Tim Wright, Deputy Chair (TW)  
Malcolm Payton (MP)

**IN ATTENDANCE:**

|                        |   |
|------------------------|---|
| John Dickie (JD)       | Assistant Chief Officer, Director of Training, Safety and Assurance |
| Stuart Stevens (SS)    | Assistant Chief Officer, Director of Service Delivery               |
| Chris Fitzpatrick (CF) | Business Intelligence and Data Services Manager                     |
| Richard Whetton (RW)   | Head of Governance, Strategy and Performance                        |
| Peter Robertson (PR)   | Environmental and Carbon Manager (Item 10 only)                     |
| Richie Hall (RH)       | Area Commander, Continuous Improvement Project Manager              |
| Robert Scott (RS)      | HMFSI   |
| Alasdair Cameron (AC)  | Group Commander, Board Support Manager                              |
| Debbie Haddow (DH)     | Board Support Team/Minutes  |

**OBSERVERS**

Iain Harron, Scottish Government

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those present, in particular HMFSI Chief Inspector Robert Scott to his first Committee meeting as an attendee. The Chair highlighted that certain items which were on the agenda today were also scheduled to be discussed at the Board Strategy Day the following day This may result in some aspects of the discussions being deferred to allow for a wider discussion with the full Board.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public SFRS website.

**2 APOLOGIES**

- 2.1 Angiolina Foster, Board Member  
Ross Haggart, Deputy Chief Officer

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

- 3.1 The Committee agreed the draft minutes of the previous meeting would also be taken in private due to the confidential nature of the issue in line with Standing Orders (Item 9G).
- 3.2 No further items were identified.

## 4 DECLARATION OF INTERESTS

4.1 There were no declarations made.

4.2 For transparency, Robert Scott advised the Committee of his previous consultancy role for London Fire Brigade, undertaking an independent review of training following the Grenfell Tower Incident (Item 9.2). The outcomes of this review had been used during the inquiry.

## 5 MINUTES OF PREVIOUS MEETING: 1 SEPTEMBER 2021

5.1 One typographical error was highlighted and amended.

5.2 **Subject to the minor typographical error, the minutes of the meeting held on 1 September 2021 were approved as a true record of the meeting.**

## 6 ACTION LOG

6.1 The Rolling Action Log was considered and actions were agreed and removed.

## 7 SERVICE DELIVERY UPDATE

7.1 SS presented the update report detailing relevant matters from a SFRS service delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 16 August 2021 to 3 November 2021, albeit some actions may precede and extend beyond these dates. The following key points were highlights:

- Command and Control Contingency Planning included a brief update on the recent upgrade and power outage within Edinburgh Operational Control (EOC) and a recent power outage at Johnston Operations Control (JOC).
- Operational Strategy was progressing well.
- Retained/Volunteer Duty System (RVDS) Improvement Programme Board has been convened and would oversee the individual project/workstreams.
- Marauding Terrorist Attacks (MTA) response formally went live on 30 October 2021 across all 3 service delivery areas.
- During the Conference of Parties (COP26) event, business as usual confidence levels remained above 96%, all COP26 and Specialist resources were fully maintained. An full evaluation including lessons learnt from this process would be developed.
- Autumn Thematic Plan launched. Reduction in bonfire and fireworks related incidents. Although a reduction in acts of violence, a total of 8 incidents still occurred.
- Youth Volunteer Scheme launched at Methil during this period and a further scheme in Coatbridge would be launched in the near future.
- Incidents of note included the Elephant House Cafe, Edinburgh (August 2021) and Gorse Park, Ayr (October 2021).

7.2 JD highlighted the following key points relating to Training, Safety and Assurance:

- Command and Control Future (CCF) Project continued to progress. As a result of the recent Digital Office Assessment, a Minimum Viable Project had been identified and it was anticipated that this would be delivered in January 2022. Training had been suspended, due to COP26 but had since recommended. The Rectification Plan continued to be discussed and progressed at the weekly meeting with Systel's Chief Executive.
- Operational Assurance (OA21) investigation had been concluded for the incident at the Elephant House Café, Edinburgh.
- Operational assurance engagement and awareness sessions have been developed and would be delivered during 2022.
- Portlethen Training Centre was now live and the enhanced facilities were being well received.
- Covid-19 Training Recovery Plans were still being progressed and delivered to support service delivery.



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- Successful delivery of numerous training events to support service delivery in advance of COP26.

7.3 In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS assured the Committee that the back-up arrangements were effectively and efficiently implemented.

7.4 In regard to CCF, the Committee queried whether there were any training implications as a result of reprioritising resources to support the delivery of MTA training ahead of COP26. JD confirmed that there were no major concerns and this would continue to be routinely monitored through the recovery plans by Senior Management Board.

7.5 JD noted that the CCF project was constantly being monitored, progressed and managed appropriately. He reminded the Committee of the weekly meeting with Systel to maintain pressure to deliver. Due to the current stage of the project, the Committee acknowledged the emerging overlap with the Change Committee's remit.

7.6 In regard to formal MTA response, SS confirmed that this was an interim arrangement until 31 March 2022 and 8 weeks prior to this date the Service would be able to renegotiate with individuals to extend this arrangement.

7.7 JD reminded the Committee of the background and purpose of the OA21 process.

7.8 JD informed the Committee that frontline updates were developed following incidents attended by the Service or other fire and rescue services. These updates are developed to share learning and provide an overview for colleagues across the Service.

7.9 The Committee noted their disappointment regarding the number of attacks on Firefighters during this reporting period and condemned this unacceptable behaviour.

7.10 **The Committee scrutinised the report.**

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.1 Quarterly Performance Report for Q2 2021-22**

8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 2 and in addition presented data from the live system. CF highlighted with following key areas:

- Format of the report had been amended following feedback at last meeting.
- From Q3, permissions would be granted to allow the Committee direct access the reporting dashboard.
- PMF Indicators reported: 9 on target, 9 off target and 5 behind target.
- Home Fire Safety Visits (HFSV) conducted increased from previous year across all 3 categories.
- Unwanted Fire Alarm Signals (UFAS) incidents show a 2.5% reduction based on the 3-year average.
- Fire Fatalities were lower than this period last year.
- Accident Dwelling Fire Causalities quality assurance process had identified inconsistency within the reporting for the previous year. Procedures have been put in place to raise awareness, provide support and ensuring accuracy.
- Call Handling reporting a reduction in the West, increase in the North and remaining stable in the East.

8.1.2 The Committee thanked CF for the opportunity to view and interrogate the live system. The Committee noted the improvements being made and involvement in both quality assurance processes and procurement of future applications.

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- 8.1.3 CF explained the reason for some instances of negative call handling times being recorded.
- 8.1.4 In terms of fire fatalities involving alcohol/drug use, CF noted that the figures presented within the report related to incidents where alcohol/drugs were a factor.
- 8.1.5 The Committee queried why the HFSV indicator target was based on an annual figure rather than 3 year rolling averages. CF noted that the target had been in place since 2018, however, there would be an opportunity to review this for the PMF going forward.
- 8.1.6 With regard to HFSV, the Committee queried whether the future number of visits would increase or decrease for vulnerable groups during the catch-up process, whether it was possible to identify the overall percentage of vulnerable group visited compared to the total population and the influence these visits have on the other areas/indicators. SS noted that the current approach was an universal delivery of the product and the development of the Safe and Well programme would enable a more targeted approach. SS further noted that the CRIM would help identify and target high risk HFSV. RW briefly updated the Committee on other work being done in this area, ie membership on national and partner to develop data access and standards, identifying targeted interventions through machine learning. SS indicated that a future deep dive into this area could be provided to the Committee. NB, SS and RW to consider and discuss outwith the meeting.
- 8.1.7 SS commented on the increasing number of UFAS, noting the recommendation from the stocktake review were still in place and reducing UFAS incidents remained a focus for the Service.
- 8.1.8 With regard to the increase in call handling times within the North, CF noted that work was ongoing to identify the reasons for the increase. SS reminded the Committee of the external factors that contribute to the call handling times, the potential negative impact of robust focus and confirmed he was content that the current call handling was not causing an issue for the Service.
- 8.1.9 **The Committee scrutinised the report.**
- 8.2 Action Plan and Closing Reports Updates**
- 8.2.1 RW presented the report to the Committee providing an update on the following audit and inspection action plans and 2 formal closing reports:
- 8.2.2 Fleet and Equipment Action Plan  
Total of 38 actions with an overall RAG rating was green and was noted as 100% complete. Formal closure report at next meeting
- 8.2.3 A brief discussion took place on how the Service had addressed Recommendation 26 (National guidance on responsibility for movement of vehicles) and the Committee's role to scrutiny of action plans. RS commented on the lack of clarity within the original recommendation and noted that going forward measures would be taken to improve future recommendations being made. RS confirmed that he was satisfied with the outcomes and congratulated the Service on the completion of this action plan.
- 8.2.4 Provision of Operational Risk Information Action Plan  
Total of 25 actions with 5 live actions outstanding. Progress has been limited due to the postponement of the UK-wide Emergency Services Mobile Communications Programme. Overall RAG rating was red, due to original timescale not being met and was noted as 90% complete.

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8.2.5 The Committee noted the mitigation measures being taken by using SIMS from 3<sup>rd</sup> party providers and indicated that a further update within the next report should be considered. RW assured the Committee that discussions on alternative options had been held and were being considered.

8.2.6 Planning and Preparedness for Covid-19 Update Action Plan  
Total of 16 actions with 8 live actions outstanding and 8 actions were complete. Overall RAG rating was green and was noted as 80% complete.

8.2.7 Command and Control: Aspects of the Incident Command System Action Plan  
Total of 25 actions with 11 live actions outstanding and 14 actions completed. Overall RAG rating was amber due to slippage in timescales and was noted as 90% complete.

8.2.8 RW clarified the correction and closure of action 5.1.2, which was due to the original recommendation being surpassed. RW noted the revised due dates to Actions 5.4.17 and 5.5.21.

8.2.9 Fire Safety and Enforcement Action Plan  
Total of 20 actions with one live action outstanding and 2 actions deferred. Overall RAG rating was red due to extension past initial due date and was noted as 85% complete.

8.2.10 Local Area Inspections (LAI) National Recommendation Action Plan  
Total of 10 actions with 3 live actions outstanding. Overall RAG rating was green and was noted as 85% complete.

8.2.11 Closing report were presented for Edinburgh LAI and Dumfries and Galloway LAI.

8.2.12 Within the Edinburgh LAI, SS confirmed that recommendation 9.1 had been surpassed the original recommendation and addressed the standardised specialist resource provision.

8.2.13 RW assured the Committee that these action plans were scrutinised at Service Delivery Improvement Teams and Senior Management Board.

8.2.14 **The Committee noted and scrutinised the report.**

### **8.3 CONSULTATION OUTCOMES AND ANALYSIS (AUTOMATIC FIRE ALARMS)**

8.3.1 SS provided a verbal update to the Committee on the UFAS project and ongoing 12-week public consultation which was launched on 19 July 2021. The following key points were highlighted:

- Consultation closed on 11 October 2021 and attracted 568 responses.
- Over 200 engagement sessions at both national and local levels were held.
- Initial analysis of the consultation would be presented at the next Board Strategy Day (25 November 2021).
- Formal reports outlining the analysis, outcomes and preferred position would be submitted to the Strategic Leadership Team (30 November 2021) and SFRS Board (16 December 2021) for decision.
- This item was on the agenda for wider discussion with the Board at the forthcoming Strategy Day.

8.3.2 **The Committee noted the verbal update.**

*The meeting broke at 1134 hrs and reconvened at 1140 hrs.*

## 9 OPERATIONAL LEARNING

### 9.1 Operational Clinical Governance Framework – Memorandum of Understanding

9.1.1 RHa presented a report to the Committee providing an update on the Memorandum of Understanding (MOU) between the Scottish Fire and Rescue Service (SFRS) and the Scottish Ambulance Service (SAS) for the provision of an Operational Clinical Governance Framework.

9.1.2 It was noted that information regarding the handling of complaints/adverse incidents would be captured within the Service Level Agreement.

9.1.3 In regard to compliance with duty of candour legislation, it was noted this had been included as the Service provides a duty of care although this not being their primary remit.

9.1.4 RHa informed the Committee that 2 SAS employees had been seconded to the Service and had subsequently undertaken a review of the Immediate Casualty and Assessment Course (ICAT) and consultation with Firefighters on training, equipment, etc. The outcomes concluded that there was minimal risk, however, some areas of improvement had been identified along with recommendations on equipment.

9.1.5 RHa noted that the inaugural meeting of the Technical Working Group would be convened to assess, evaluate and implement the recommendations. This working group would report directly to the SFRS Clinical Governance Committee.

9.1.6 The Committee queried whether there were plans to revisit the consultation with Firefighters to assess the impact of the revised ICAT training modules, etc. RHa indicated that this would be undertaken on a continual basis as different aspects of this area progress.

9.1.7 Due to the close working relationship between NHS Ambulance Service (London and South Central) and their respective fire and rescue service counterparts, the Service has sought to engage and learn how the relationship works.

9.1.8 With regard to the clinical scope of practice for firefighters, RHa indicated that work had already commenced through the consultation. He further noted that Firefighters were currently dealing with medical as well as trauma cases.

9.1.9 **The Committee noted the report.**

### 9.2 Grenfell Tower Fire – Update Report

9.2.1 SS presented a report to the Committee to provide an update on the progress against the recommendations contained within the Grenfell Tower action plan. The following key points were highlighted:

- Total of 8 live actions outstanding with 8 actions being closed within the reporting period, one action remained on track and seven actions required timescales to be reviewed due to further testing/exercising being scheduled in December 2021.
- Details of the modules comprising Phase 2 of the Grenfell Inquiry.
- Scottish Government have established a Grenfell Inquiry Phase 2 Working Group which SFRS were represented on.

9.2.2 In regard to recommendation GT16 (process to handle large number of calls simultaneously), SS confirmed that the procedure currently in place, ie divert calls, was the best process available.

9.2.3 **The Committee scrutinised the report and supported the recommendations.**

## 10 CLIMATE CHANGE

### 10.1 Climate Change Response

10.1.1 SS presented a report to the Committee providing an update on the arrangement within the Service to contribute to reducing the impact of climate changes. SS noted the Environmental and Carbon Management Board oversee strategic change, however, there was a balance and connection required between practical solutions and changes to behaviours/practices.

10.1.2 PR provided an overview on the Carbon and Energy Property projects:

- Decarbonisation of buildings including installation of carbon management systems.
- Installation of heating controls systems on retained stations.
- Retained Station Energy Efficiency Package includes boiler replacement, improved insulation, etc.
- Installation of Solar PV Systems to provide renewable energy on site.
- Installation of Biomass Boilers.
- Automatic meter reading installation programme to help monitor and scrutinise individual sites.
- Installation of additional electric vehicle chargers.
- Consultancy support for heat pump design for wholetime fire stations.

10.1.3 With regard to potential collaboration opportunities in the development of low emissions appliances, PR reminded the Committee of SFRS unique geography and the challenges this presented. However, PR did note that London Fire Brigade were involved in developing a prototype appliance.

10.1.4 With regard to electric vehicles, SS informed the Committee that these vehicles had been well received, despite initial anxiety around limited range/mileage capacity. PR reminded the Committee that the infrastructure and ability to charge vehicles across the estate was key and facilities were continuing to be improved.

10.1.5 With regard to KPIs, RW informed the Committee that PR and CF were working together to standardise and improve the process. For information, PR briefly shared that the Energy and Carbon Performance Quarterly Report was currently being prepared for the Strategic Leadership Team.

10.1.6 **The Committee scrutinised the report.**

### 10.2 Preparedness for Flooding and Water Related Incidents

10.2.1 SS presented a report to the Committee which provided an overview to the Committee in relation to SFRS's preparedness for flooding and water related incidents. The following key points were highlighted:

- Current resources available at 20 water rescue/boat stations and 64 flood first responder stations. These locations were continually kept under review through the Operational Assurance process.
- Assurance given that there was adequate water rescue resources or capability facilities within the current footprint. Looking forward, the Community Risk Index Model (CRIM) modelling would factor in future flood planning information from Scottish Environmental Protection Agency (SEPA) and other agencies.
- Standard Operating Procedure had been reviewed and went live in February 2021. This was informed through national occupational guidance, National Fire Chiefs Council (NFCC), and Department of Environment, Food and Rural Affairs (DEFRA) guidance.
- As part of the Operational Strategy, a dedicated capability would set out the current position of water rescue as well as future intentions, use of innovation, etc. This would be published in April 2022.



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- Currently difficult to benchmark against other UK Fire and Rescue Service (FRS) due to geography and footprint. However, unlike other UK fire and rescue services, water rescue was a statutory duty for SFRS.
- Strong connection with NFCC in terms of national occupational learning and guidance.
- SFRS were leading the review of PPE replacement for water rescue on behalf of the NFCC.

10.2.2 With regard to benchmarking, the Committee noted the earlier comments and welcomed any future developments in this area. RW noted the Data Management Teams involvement in benchmarking, provided analysis on water rescue information and future forecasting/modelling.

10.2.3 The Committee were encouraged by the willingness to explore new technologies and innovations going forward.

10.2.4 The Committee asked for consideration to be given to include quantitative/trend information within future reports and this was agreed.

10.2.5 Due to the high volume of water related incidents/fatalities during this year, SS outlined the measures being taken by the Service. These included internal operational assurance reports, a series of meetings with partner agencies and Scottish Government, future exercises with other blue light services and resources seconded to Water Safety Scotland to help drive forward the water safety agenda.

10.2.6 **The Committee scrutinised and welcomed the report**

## **11 SERVICE DELIVERY RISK REGISTER**

### **11.1 COMMITTEE ALIGNED DIRECTORATE RISKS**

11.1.1 SS presented the SDC Aligned Risks noting that the Directorate risk register was reviewed to ensure the probability, impact of the action and control measures in place were appropriate. The following key points were highlighted:

- SD010 (Compliance Fire Act Scotland Part 3): Recently reviewed and subsequently reduced due to the additional resources being recruited.
- SD011 (Reserved Matters): Since publication of this report, the risk has reduced due to the introduction of the MTA response.
- SD004 (Standardisation of Service Delivery): Work was ongoing and risk was decreasing. However, given the significance this risk would remain to ensure proper oversight.

11.1.2 The Committee commented on the volume of work ongoing and future impact (reduction) of risks. The Committee further commented on the potential for climate change incidents to accelerate and the measures/resources required to allow the Service to absorb these increases. Consideration to be given to focus on these aspects within future climate change reports.

11.1.3 **The Committee noted the report.**

## **12 UPDATE FROM HM FIRE SERVICE INSPECTORATE**

12.1 RS thanked the Committee for the opportunity to attend and contribute to the meeting. A verbal report was provided and the following key points were highlighted:

- Opportunity to review the process and practices under the previous arrangements, noting the resource implications on both parties.
- Benefits from attending both the Audit and Risk Assurance and Service Delivery Committees and the oversight this provides on progress against recommendations.



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- Following Local Area Inspections, a follow up conversation will be held with the relevant individual to ensure that there was a full understanding of the recommendation being made within the Service.
- Proposals to review the format of local area inspections. Further details to be provided at the next Board Strategy Day (25 November 2021).
- Thematic Reviews
  - Preparedness of COP26: Complete and no recommendations were made. However, comments were made on the MTA response within the Service.
  - Health and Safety: Fieldwork nearing completion, anticipated published report in March 2022.
  - Firefighting in High Risk Buildings: Fieldwork ongoing, anticipated published report in March 2022.
  - Operational Equipment and PPE: Removed from plan due to an overlap with Internal Audit.
- Local Area Inspections:
  - Argyle & Bute: Complete and report would be published in December 2021.
  - Angus: Fieldwork has commented.

12.2 **The Committee noted the verbal update.**

### **13 FORWARD PLANNING**

#### **13.1 Committee Forward Plan**

13.1.1 The Committee noted the forward plan and confirmed no additional items.

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

13.2.1 There were no items for consideration.

### **14 REVIEW OF ACTIONS**

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

14.2 During the meeting, the following points were raised and would be discussed further outwith the meeting:

Item 8.1 Further discussion to be held regarding hi-risk HFSV strategy (NB/SS/RW)

Item 8.2 Additional details on mitigation measures regarding Operational Intelligence tablet/SIMS and 3<sup>rd</sup> party supplier (RW)

Item 10.2 Future Climate Change thematic update to include quantitative data to provide context and trends, if possible. (SS)

### **15 DATE OF NEXT MEETING**

15.1 The next meeting is scheduled to take place on Wednesday 23 February 2022.

15.2 There being no further matters to discuss, the public meeting closed at 1246 hours.

## **PRIVATE SESSION**

### **16 MINUTES OF PREVIOUS PRIVATE MEETING: 1 SEPTEMBER 2021**

16.1 The minutes of the private meeting held on 1 September 2021 were approved as a true record of the meeting.

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/01-22

Agenda Item: 7

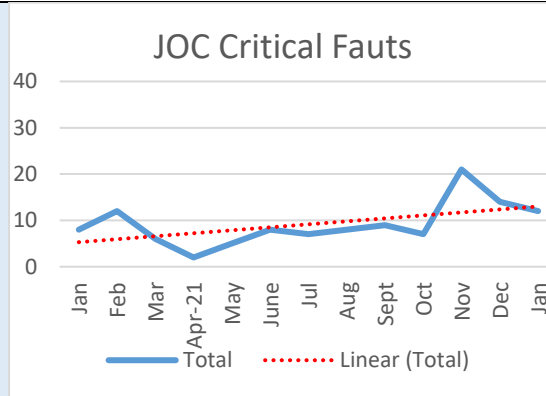
|                        |  |   |          |          |          |          |          |
|------------------------|--|---|----------|----------|----------|----------|----------|
| Report to:             | SERVICE DELIVERY COMMITTEE   |   |          |          |          |          |          |
| Meeting Date:          | 23 FEBRUARY 2022   |   |          |          |          |          |          |
| Report Title:          | SERVICE DELIVERY UPDATE REPORT   |   |          |          |          |          |          |
| Report Classification: | For Scrutiny   | <b>Board/Committee Meetings ONLY</b><br><b>For Reports to be held in Private</b><br><b>Specify rationale below referring to</b><br><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 4 November 2021 to 4 February 2022, 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 4 November 2021 to 4 February 2022 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><br>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><br>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.   |

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| <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</i> and <i>People</i> , and all four Values of <i>Safety, Teamwork, Respect</i> and <i>Innovation</i> . |   |  |
| <b>Governance Route for Report</b>  | <b>Meeting Date</b>   | <b>Report Classification/ Comments</b> |
| <i>Service Delivery Committee</i>   | <i>23 February 2022</i>   | <i>For Scrutiny</i>                    |
|   |   |  |
|   |   |  |

APPENDIX A: SERVICE DELIVERY UPDATE

| <b>SERVICE DELIVERY DIRECTORATE</b>                                     |  |                |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
|---|--|----------------|-------|----------------|-----|----|----|-----|----|----|-----|----|----|--------|----|----|-----|----|----|------|----|----|------|----|----|-----|----|----|------|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|-------|-------|----------------|-----|----|----|-----|----|----|-----|----|----|--------|----|----|-----|----|----|------|----|----|------|----|----|-----|----|----|------|----|----|-----|----|----|-----|----|----|-----|----|----|-----|----|----|
| <b>OPERATIONS</b>   |  |                |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| <p><u>Item</u><br/> <b>Command and Control Contingency Planning</b></p> | <p><u>Commentary</u><br/>                     BAU system performance is closely monitored with regular reports provided to the Command and Control Futures Board and Service Delivery OC Contingency Group.</p> <p>All OC staff are well rehearsed in resilience procedures which allows for smooth continuity of service should technical difficulties arise.</p> <p>The System supplier NEC who provide the DOC, EOC mobilising systems and the ICCs for all three OCs has intimated that they are unable to continue supporting our systems due to their age and condition, without the investment in a back-up system to provide an additional layer of resilience. This is currently being investigated.</p> <div style="text-align: center;"> <table border="1"> <caption>EOC Critical Faults Data</caption> <thead> <tr> <th>Month</th> <th>Total</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Jan</td><td>10</td><td>15</td></tr> <tr><td>Feb</td><td>15</td><td>18</td></tr> <tr><td>Mar</td><td>20</td><td>20</td></tr> <tr><td>Apr-21</td><td>15</td><td>20</td></tr> <tr><td>May</td><td>18</td><td>22</td></tr> <tr><td>June</td><td>30</td><td>23</td></tr> <tr><td>July</td><td>28</td><td>24</td></tr> <tr><td>Aug</td><td>25</td><td>25</td></tr> <tr><td>Sept</td><td>32</td><td>26</td></tr> <tr><td>Oct</td><td>25</td><td>27</td></tr> <tr><td>Nov</td><td>22</td><td>28</td></tr> <tr><td>Dec</td><td>20</td><td>29</td></tr> <tr><td>Jan</td><td>28</td><td>30</td></tr> </tbody> </table> </div> <p>EOC continue to experience issues with their mobilising system and the mitigation that was put in place in October 2021 to prevent server failures is ongoing.</p> <div style="text-align: center;"> <table border="1"> <caption>DOC Critical Faults Data</caption> <thead> <tr> <th>Month</th> <th>Total</th> <th>Linear (Total)</th> </tr> </thead> <tbody> <tr><td>Jan</td><td>18</td><td>18</td></tr> <tr><td>Feb</td><td>19</td><td>18</td></tr> <tr><td>Mar</td><td>18</td><td>18</td></tr> <tr><td>Apr-21</td><td>21</td><td>18</td></tr> <tr><td>May</td><td>13</td><td>18</td></tr> <tr><td>June</td><td>20</td><td>18</td></tr> <tr><td>July</td><td>22</td><td>18</td></tr> <tr><td>Aug</td><td>23</td><td>18</td></tr> <tr><td>Sept</td><td>16</td><td>18</td></tr> <tr><td>Oct</td><td>13</td><td>18</td></tr> <tr><td>Nov</td><td>16</td><td>18</td></tr> <tr><td>Dec</td><td>26</td><td>18</td></tr> <tr><td>Jan</td><td>18</td><td>18</td></tr> </tbody> </table> </div> <p>DOC continue to experience issues with both the mobilising system and telephony. NEC and ICT are currently working on the provision of an additional back up telephony server. The spike in December was due to an increase in faults in connecting to station end equipment, which has now subsided.</p> | Month          | Total | Linear (Total) | Jan | 10 | 15 | Feb | 15 | 18 | Mar | 20 | 20 | Apr-21 | 15 | 20 | May | 18 | 22 | June | 30 | 23 | July | 28 | 24 | Aug | 25 | 25 | Sept | 32 | 26 | Oct | 25 | 27 | Nov | 22 | 28 | Dec | 20 | 29 | Jan | 28 | 30 | Month | Total | Linear (Total) | Jan | 18 | 18 | Feb | 19 | 18 | Mar | 18 | 18 | Apr-21 | 21 | 18 | May | 13 | 18 | June | 20 | 18 | July | 22 | 18 | Aug | 23 | 18 | Sept | 16 | 18 | Oct | 13 | 18 | Nov | 16 | 18 | Dec | 26 | 18 | Jan | 18 | 18 |
| Month   | Total  | Linear (Total) |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Jan   | 10   | 15             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Feb   | 15   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Mar   | 20   | 20             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Apr-21  | 15   | 20             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| May   | 18   | 22             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| June  | 30   | 23             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| July  | 28   | 24             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Aug   | 25   | 25             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Sept  | 32   | 26             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Oct   | 25   | 27             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Nov   | 22   | 28             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Dec   | 20   | 29             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Jan   | 28   | 30             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Month   | Total  | Linear (Total) |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Jan   | 18   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Feb   | 19   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Mar   | 18   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Apr-21  | 21   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| May   | 13   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| June  | 20   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| July  | 22   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Aug   | 23   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Sept  | 16   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Oct   | 13   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Nov   | 16   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Dec   | 26   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |
| Jan   | 18   | 18             |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |       |       |                |     |    |    |     |    |    |     |    |    |        |    |    |     |    |    |      |    |    |      |    |    |     |    |    |      |    |    |     |    |    |     |    |    |     |    |    |     |    |    |



Faults arising in JOC remain comparatively low with the mobilising system running at a steady state. The spike in November was due to the issues which arose after the power outage.

**Operational Strategy**

The creation of the Operational Strategy remains on track with the final document due to 'go live' on the 1<sup>st</sup> April 2022. The Strategy will be an overarching document detailing our approach to meeting our short, medium and long term operational needs. It will embrace both a way of working within SFRS that seeks to capture the views and ideas of the wider workforce and a sharp focus on innovations and advances in equipment, techniques, procedures and applications.

The strategy is supported by six 'Concept of Operations' that highlight areas of future focus across Appliances & Equipment, Firefighting, Height, Wildfire, National Fire Resilience (Scotland) and Operational Communications.

Over the month of December individual meetings were held between the Head of Operations and all other Heads of Function to share the Strategy document, gather initial thoughts and discuss any potential implications. In addition, the document was shared with LSOs and strategic managers across all Functions and Directorates. This consultation period (up to end of January) has resulted in feedback that has influenced various revisions to ensure stakeholders' views are captured.

The Future Concepts team are working closely with colleagues from Corporate Communications on new software that will provide a platform to host the Operational Strategy in an online, interactive format. The team are exploring methods by which the information can be conveyed in various formats to accommodate staff and stakeholders' needs (e.g. concise, video, audio, pictorial).

The Strategy will be presented to SMB and SLT prior to its launch on 1<sup>st</sup> April 2022.

**National Fire Resilience (Scotland)**

The creation of the National Fire Resilience (Scotland) Concept of Operations (under Operational Strategy) has streamlined the SFRS approach to 'capabilities' reducing them from 22 managed centrally to eight with the remainder being incorporated in appropriate concept of operations and driven by capability leads situated in LSO areas.



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| <p><b>Document Conversion Project</b></p> | <p>The majority of the assets associated with National Fire Resilience (Scotland) were introduced to Legacy FRS' under the UK Government's New Dimensions (ND) project (2007) and are now reaching end of life. UK FRS' via NFCC have been engaged in discussions with the Home Office in relation to a refresh programme (ND2) for some time. SFRS have been involved in this dialogue as part of the devolved administrations group.</p> <p>The Operations Function National Fire Resilience team in conjunction with colleagues from Fleet &amp; Assets are in the process of building an outline business case to present to Scottish Government in relation to requirements for the replacement of our current ND assets. Particular attention needs to be given to Detection, Identification &amp; Monitoring (DIM), Mass Decontamination (MD), Urban Search &amp; Rescue (USAR) and High-Volume Pumps (HVP).</p> <p>The project continues to focus on reviewing, refreshing, consolidating and streamlining our Operational documentation to ensure it is easily understandable, consistent and accessible to support Firefighter Safety at Operational incidents.</p> <p>There is now a significant delay in introducing the new suite of documents to SFRS as the ongoing issues with the GETAC tablets (located in SFRS vehicles for use by crews) continue to hinder progress. Whilst the team remain committed to the production of materials and are reviewing and converting documents into the new format in line with their schedule they have not been able to launch due to the ICT challenges. There appear to be numerous problems including the operating system, the build and configuration of the tablets and the syncing of information remotely. This matter is preventing a number of applications and solutions being advanced and has been recorded on the risk register. Operations Function management team continue to engage with ICT colleagues to seek a solution.</p> <p>The Project Team have been heavily involved in supporting the development of the procedural elements of the Grenfell Action plan. The Operations function co-ordinated a number of exercises in a high-rise block in Ayrshire to develop, test and prove various aspects of learning including evacuation and communications. Associated operational procedures are now being progressed through consultation prior to a familiarisation period and implementation.</p> |
| <p><b>MTA Response</b></p>                | <p>The SFRS Specialist Response to MTA went 'on the run' at 0800 on Saturday the 30<sup>th</sup> October 2021.</p> <p>MTA response is made up of a blend of 'on station' personnel, NILOs (National Interagency Liaison Officers) and flexi duty officers. Station based response provided from one station in each Service Delivery Area (East, West &amp; North).</p> <p>No collective agreement on MTA was reached with FBU. The provision of the MTA response was based on variations to contracts for individuals who volunteered their services after extensive discussion and engagement. This variation to contract will run to 31<sup>st</sup> March 2022. There were in excess of 240 volunteers, an additional payment was made to these individuals.</p>   |

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| <p><b>COP26 Planning</b></p>             | <p>An MTA practitioners group and a National group have been established to support and influence future direction.</p> <p>Year two planning is well advanced; this includes a review of initial deployment model and future requirements, consideration of staffing arrangements, initial and maintenance of skills training (including multi agency and specialist support training and exercising), PPE requirements and budgetary matters.</p> <p>The variation to contract arrangement will be revisited and a further round of engagement with paid volunteers will take place prior to seeking renewal from the 1<sup>st</sup> April 2022 onwards.</p> <p>After what proved to be a hugely successful event from an SFRS perspective, the COP26 dedicated planning team was disbanded at the end of 2021 with only the Area Commander being retained to carry out a full debrief and 'lessons learned' report.</p> <p>During the event SFRS deployments per day peaked at 100 during the World Leaders Summit and Bonfire Night. This included resourcing at the Blue Zone, Green Zone, Kelvingrove, Gold, MACC, JOC, Event Support Room and Logistics Centre.</p> <p>SFRS carried out in excess of 200 Fire Safety Audits and developed or refreshed Operational Intelligence for over 100 properties in preparation for the influx of people into Scotland for COP26.</p> <p>Full Lessons Learned report will be complete by end of March.</p> |
| <p><b>RVDS Improvement Programme</b></p> | <p>The RVDS Improvement Programme continues to gather pace with project managers allocated and dossiers completed for the three individual projects within the programme. The identified projects are –</p> <ul style="list-style-type: none"> <li>• Variable Contract Options &amp; Station Establishments</li> <li>• Creating and Formalising Relationships Between All Duty Systems &amp; Responding Options and Solutions</li> <li>• Attraction &amp; Recruitment</li> </ul> <p>The RVDS Support Team (consisting of individuals with vast RDS experience) working within the Operations Function provide resources, subject matter expertise and general help and guidance to all project leads. They also continue to add value to the development of the wider work of the Operations function as 'critical friends' with a focus on viewing developments through an RVDS lens.</p> <p>The work of the programme is reported through the National Retained &amp; Volunteer Leadership Forum and scrutinised by the RVDS Improvement Programme Board, the Senior Management Board, and the Change Committee.</p>  |

| <b>PREVENTION AND PROTECTION</b>  |   |
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| <u>Item</u>   | <u>Commentary</u>   |
| <b>Winter Thematic Action Plan</b>  | P&P have launched this year's Winter Thematic Action Plan. This national campaign continues to target a reduction in accidental dwelling fires through targeted HFSV's and general safety advice. This was supported by a media campaign focusing on alcohol and cooking. Many of the key messages continue to be delivered in partnership. P&P continue to improve the supporting materials for staff and partner usage. The Winter Thematic Action Plan also has a focus on Road Safety, with the messaging being improved by a thematic group enhancing the support we offer to our communities. |
| <b>Glasgow School of Art Fire Investigation Report</b>                                  | The Fire Investigation Report for the Glasgow School of Art incident on the 15 <sup>th</sup> June 2018 has been completed and published. The final report documents a significant investigation undertaken by the SFRS. The report was received positively, and the recommendations will be taken forward through a multi-agency approach.  |
| <b>COVID Recovery (Home Fire Safety Programme and Fire Safety Enforcement Activity)</b> | As part of the Senior Management Board Reset and Renew work the Prevention, Protection and Partnerships workstream has developed a robust recovery plan and each LSO area has developed a Local P&P Recovery Plan. The SFRS is now delivering the full HFSV programme to communities with the activity targeted at those who most require support. This support was maintained for those at high risk during the festive period using strict COVID controls.  |
| <b>Development Programme</b>  | To support the Service Delivery Areas in the delivery of Local P&P recovery plans, the P&P function has designed a development programme for the newly recruited Community Safety Advocates and Fire Safety Auditing Officers.  |
| <b>Youth Volunteer Scheme</b>   | New and existing YVS Schemes are currently being delivered online. Since December 2021 a series of development training sessions have been delivered along with Local Scheme coordinator training. A total of 39 Volunteer Youth Instructors have been trained over this period. Once face-to-face delivery can go ahead 13 schemes will be in a position to start engaging with young people across the country including four new schemes.  |
| <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. The Grenfell Tower Phase One action plan is nearing completion (update on agenda). Phase Two of the Grenfell Tower Inquiry is underway with SFRS and partners monitoring progress and themes.  |
| <b>Water Safety</b>   | There has been an internal Water Safety Group established which is supported by P&P and Service Delivery champions. Following a series of SG-led meetings, the Minister for Community Safety has drafted a Water Safety Action Plan for Scotland. This plan includes sharing data to identify areas of demand, improving water awareness, joint training and local action   |

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| <p><b>Smoke Detector Legislation</b></p> <p><b>UFAS project</b></p> <p><b>Museum</b></p> <p><b>Competency Framework</b></p> | <p>plans to reduce water related incidents. This will be supported by SFRS who have seconded dedicated resources to Water Safety Scotland.</p> <p>The revised housing standard came into effect on 1 February 2022 and this has resulted in significant demand on the Service in relation to Home Fire Safety Visit requests and enquires. In addition, the Service are facing challenges with availability of detectors due to a global shortage of microchips. The Function have worked with Finance to identify and secure an alternative supplier to ensure we are still able to fit the new standard in those properties identify as High Risk (Owner Occupied).</p> <p>Following the decision of the SFRS Board in December to support the preferred option to respond to AFA calls, an implementation plan has been designed (this is being presented in as part of today's agenda). The COVID-19 interim response to AFAs will continue to operate until the preferred option has been implemented by the Service.</p> <p>Interviews for the voluntary posts of Heritage Ambassadors are complete. The first round of digital inductions for volunteers was held in late January, with more role-specific training commencing in February. Due to some further investigation required with the flooring structure at McDonald Road the timeline for opening has shifted slightly and the museum is on track to open in Summer 2022. On site installation of the mechanical and electrical elements of the museum build have commenced as has the painting of the site. In December 2021, an initial visit with specialist contractor Dauphin was held and bespoke mounts are now under construction. The museum website development progresses well with feedback provided to the developers after review of the initial wireframe in January, with an early draft version of the website expected by the end of February.</p> <p>A procurement process for FSE Modules is nearing completion with a preferred supplier identified. This will ensure that the SFRS aligns to the NFCC competency framework for FSE. An options paper is currently being drafted to enable current SFRS FSE officers to demonstrate that they meet the standards set in the above framework.</p> |
| <p><b><u>SERVICE DELIVERY AREAS</u></b></p>   | <p><b><u>EAST</u></b></p>   |
| <p><b><u>Item</u></b></p> <p><b>Height Appliances</b></p> <p><b>McDonald Road</b></p>                                       | <p><b><u>Commentary</u></b></p> <p>The introduction of two height appliances for the city of Edinburgh demonstrates a considerable investment from the service. They are state of the art appliances and presently operator and driver training is being undertaken. The appliance at Tollcross was commissioned into service before the New Year and it is anticipated the appliance at Crewe Toll will be fully operational in early March.</p> <p>The extensive refurbishment work at McDonald Road continues and recently crews have returned to the station in its entirety. Looking forward, planning work will be undertaken with the Scottish Ambulance Service to welcome them onto the site, and work with the museum is ongoing.</p>   |

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| <b>Structured Debrief</b>   | The structured debrief for the Elephant House Café fire was completed in a very positive environment where individuals and the organisation learnt from the incident. Led by Operational Assurance, the debrief focussed on issues that went well and areas to consider for improvement. The opportunity has also been taken to engage with National Operational Learning.  |
|   | <b>WEST</b>   |
| <u>Item</u><br><b>Doon Court High Rise Building Exercises</b>                 | <u>Commentary</u><br><p>The Ayrshire Local Senior Officer (LSO) Area entered into an agreement with North Ayrshire Council to use a vacant high-rise building within the Irvine area of the local authority. This resulted in over 18 local training exercises, involving 45 appliances and approximately 217 firefighters attending this location over a 5-month period to enhance their skills, knowledge and understanding in matters relating to the local built environment, breathing apparatus, high-reach appliance operation, incident command and operational response to high rise buildings.</p> <p>The use of this facility was offered to other LSO Areas and Functions to support the development of SFRS employees and organisational policies and procedures. This resulted in the LSO Area, Training, Safety and Assurance Directorate and Operations Function working closely together to develop three national exercises to focus on many of the lessons identified from the Grenfell Tower incident and test recommendations contained within the SFRS's accompanying Action Plan.</p> <p>The aim of these national exercises was to test the organisation's change in approach from maintaining a stay put policy to a controlled evacuation being implemented in a developing fire situation. The exercises themselves involved the participation of crews and various appliance types from across the country at Doon Court, in addition to Operations Control staff operating remotely to gather and provide invaluable information and intelligence.</p> |
|   | <b><u>NORTH</u></b>   |
| <u>Item</u><br><b>Inverness Community Fire Station - Dignified Facilities</b> | <u>Commentary</u><br><p>The refurbishment of dignified facilities at Inverness Community Fire Station has now been completed. The station currently has 8 female firefighters, over 10% of the station establishment, with another female trainee firefighter due to start later this year. The upgrade of the facilities has had a positive impact on station morale.</p>  |

| <b>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</b>                |   |
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| <b>COMMAND AND CONTROL FUTURES</b>                               |   |
| <u>Item</u>  | <u>Commentary</u>   |
| <b>Testing</b>   | The test team continue to develop and run tests in all areas of the system available to them, with in excess of 1500 having been attempted since the commencement of UAT. Ultimately, progress towards completion will only be achieved with the completion of Airwave connectivity, the provision of a stable and functioning version of the software and the focused addressing of defects by Systel.   |
| <b>Configuration of System</b>                                   | Configuration of the system is a sequential activity requiring the same progress as those detailed for testing.   |
| <b>Connectivity</b>  | Airwave connectivity continues to progress and, at the last report, it was noted that the overall completion timeline being slipped between 8 and 10 weeks from the original planned and indicated by the provider; voice connectivity is in place at all three locations and the balance of the work is forecast to be complete between March and April 2022.  |
| <b>Training</b>  | <p>Training is again a sequential activity, which fundamentally requires a functioning, low defect and configured system.</p> <p>Training Managers have a responsibility to balance the need to train ASAP with operator confidence and, at present, do not have a sufficiently prepared, stable or functioning version to utilise. They have mapped the amount of training days available between the Systel intention to provide a go-live version in January 2022 and various potential go-live schedule dates in Q2 of 2022, to ensure we have a robust plan to implement as soon as the system is ready.</p> |
| <b>Scottish Government Digital Assurance Office (DAO) Review</b> | The areas addressed by the gate review are covered in the briefing note provided to the SFRS Change Committee (November 2021) having previously been through the CCF Board, SMB and the SLT.  |
| <b>Rectification Plan</b>  | Progress against the plan is monitored at project level weekly and Board level monthly. The latest update from the October CCF Board indicates completion of the plan in February 2022, which represents a significant slip from the original schedule.   |
| <b>Systel Capability</b>   | On 9 July 2021, Systel acknowledged their inability to meet the planned and agreed timelines and this has been factored into the DAO review, the updated timeline and the rectification plan.   |
| <b>Delivery Timeline</b>   | As has been the case throughout the implementation of this project, the risk of going live before the system is fit for purpose has to be balanced with the likelihood of existing system failures. This is closely monitored and communicated between the CCF Project and our Service Delivery colleagues.   |



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| <p><b>Overall Position Statement (in relation to Service Delivery)</b></p> | <p>In addition, through the work of the contingency sub group, bolstering work and investment in Edinburgh and Dundee was implemented throughout September and October 2021.</p> <p>Additional regular engagement takes place between the CCF Project Manager and counterparts with responsibility for ESMCP and the UFAS reduction policy; this ensures the avoidance of timeline clashes.</p> <p>It is currently agreed (via all associated tiers of governance) that the CCF Project will be in a go-live phase involving all three locations between January and June 2022, however that time indicator is currently showing red, with a threat to this being the potential to exit UAT testing with the current version available.</p> <p>Three emerging issues (which were given a pre-emptive flag at the December SMB), were then subsequently captured in the CCF Issues Log in the same month and now show as risks within the Project Register (As 3.5, 3.6 and 3.7).</p> <p>Two of these risks reflect concerns around the supplier's capacity to address issues arising from the penetration testing phase, as well as convergence of activity and resources required by both parties, once a functioning version of the software is in place. This builds on existing risks that highlight concerns around the supplier's capacity to deliver actions in support of milestone payments, delivery of software versions that meet expectation, connection to Airwave and the effective management and resolution of defects.</p> <p>Also added to the Risk Register (at 3.5) and of note/significant concern, is the overall impact of COVID mitigating absence and general staffing levels within the OC environment. This understandably impacts on project delivery in three ways:</p> <ul style="list-style-type: none"> <li>- OC Managers within the team and those that are key stakeholders to the project from BAU, supporting crucial business as usual service delivery;</li> <li>- Impact on the training managers and teams from OC and their ability to deliver the training programme; and</li> <li>- Impact on training roll-out as availability levels make it almost impossible to schedule extensive training courses.</li> </ul> <p>Noting all points above, the confidence levels around delivery of MVP and addressing of defects sit between low and moderate (in terms of achieving the planned timing).</p> <p>Those concerns also have a knock-on in respect of the training delivery programme, as it requires a functioning and stable version of the software.</p> <p>All, of this means that the confidence level around exit from UAT is extremely low, with the test manager forecasting that the product and testing will not be ready to do so until (potentially) as late as March 2022. Significant progress in testing has and continues to be made, however it is dependent on the provision of a reliable version.</p> |
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| OPERATIONAL ASSURANCE  |   |
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| <p><u>Item</u><br/><b><u>Risk Assessment</u></b><br/><b><u>Thematic Audit Report</u></b></p> <p><b>Structured Debrief for the Level 4 incident at Elephant House Cafe</b></p> <p><b>Structured Debrief for the Power Outage Event at Johnstone Operations Control</b></p> <p><b>Structured Debrief Following Storm Arwen</b></p> <p><b>Paul's Hair World Fire (Manchester) Case Study</b></p> <p><b>Lithium Ion Batteries</b></p> <p><b>Operational Supervisory Manager OA Engagement Sessions</b></p> | <p><u>Commentary</u><br/>Report contains 11 recommendations including:</p> <ul style="list-style-type: none"> <li>• A review of all aspects of ARA related training/development;</li> <li>• Enhanced ARA guidance on the incident ground;</li> <li>• The development of digital technology to record, share and store ARAs; and</li> <li>• The development of a Policy and Operational Guidance document on ARAs.</li> </ul> <p>Key recommendations to include:</p> <ul style="list-style-type: none"> <li>• Enhanced procedures for BA Team briefing/debriefing;</li> <li>• Maintenance of battery powered equipment on the incident ground;</li> <li>• Further development of BA Sector Command Boards; and</li> <li>• Development of a Frontline Update to share the incident learning.</li> </ul> <p>Key areas for review:</p> <ul style="list-style-type: none"> <li>• A review of Business Continuity Plans;</li> <li>• A review of communications strategies in the event of a power outage; and</li> <li>• A review of H&amp;S arrangements relating to the power outage.</li> </ul> <p>Organisational learning is being collated and will be passed to Operations (Civil Contingencies) on completion. DCO Haggart has been briefed on early findings.</p> <p>Report contains recommendations including:</p> <ul style="list-style-type: none"> <li>• Structured approach to the briefing and debriefing of BA Teams;</li> <li>• Enhanced BA wearer welfare guidance;</li> <li>• Consideration for additional resources to support BA emergency teams;</li> <li>• Provision of dedicated BA Support Units; and</li> <li>• A better means to record the management of resources on the incident ground.</li> </ul> <p>Key recommendations include:</p> <ul style="list-style-type: none"> <li>• A review of OI relating to bulk LiB sites; and</li> <li>• Formation of an 'emerging risks' group to ensure operational guidance, learning materials, training and equipment is considered for such emerging risks.</li> </ul> <p>This is a project to promote and embed OA at supervisory level across the SFRS. Every operational supervisory manager will be involved. RVDS supervisory managers, day duty supervisory managers and Flexi Duty Officers will be included in the roll out in due course.</p> |



## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/02-22

Agenda Item: 8.1

|                        |  |  |                          |                          |                          |                          |                          |
|------------------------|--|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to:             | SERVICE DELIVERY COMMITTEE   |  |                          |                          |                          |                          |                          |
| Meeting Date:          | 23 FEBRUARY 2022   |  |                          |                          |                          |                          |                          |
| Report Title:          | QUARTERLY PERFORMANCE REPORT FOR Q3 2021-22  |  |                          |                          |                          |                          |                          |
| Report Classification: | For Scrutiny   | <b>Board/Committee Meetings ONLY</b><br>For Reports to be held in Private<br>Specify rationale below referring to<br><u><a href="#">Board Standing Order 9</a></u> |                          |                          |                          |                          |                          |
|                        |  | <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                    | To provide members with the third quarter and year-to-date performance report for fiscal year 2021-22.   |  |                          |                          |                          |                          |                          |
| <b>2</b>               | <b>Background</b>  |  |                          |                          |                          |                          |                          |
| 2.1                    | The 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 where relevant. |  |                          |                          |                          |                          |                          |
| 2.2                    | The report is reflective of the KPIs that the Performance Management Framework (PMF) 2021 required to be submitted to Service Delivery Committee (SDC).  |  |                          |                          |                          |                          |                          |
| <b>3</b>               | <b>Main Report/Detail</b>  |  |                          |                          |                          |                          |                          |
| 3.1                    | Members are asked to receive the Quarterly Performance Report for Q3 2021-22.  |  |                          |                          |                          |                          |                          |
| <b>4</b>               | <b>Recommendation</b>  |  |                          |                          |                          |                          |                          |
| 4.1                    | Service Delivery Committee (SDC) members are asked to scrutinise the contents of this report.  |  |                          |                          |                          |                          |                          |
| <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                    | <b>Health &amp; Safety</b>   |  |                          |                          |                          |                          |                          |
| 5.5.1                  | There are no health and safety implications associated with this report.   |  |                          |                          |                          |                          |                          |

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| 5.6<br>5.6.1   | <b>Training</b><br>There are no training implications associated with this report.   |  |
| 5.7<br>5.7.1   | <b>Timing</b><br>This report covers third quarter and year-to-date performance for fiscal year 2021-22.  |  |
| 5.8<br>5.8.1   | <b>Performance</b><br>The report summarises specified elements of Scottish Fire and Rescue Service (SFRS) performance in-line with the PMF 2021 third quarter performance for fiscal year 2021-22.   |  |
| 5.9<br>5.9.1   | <b>Communications &amp; Engagement</b><br>There are no communications and engagement implications associated with this report.   |  |
| 5.10<br>5.10.1   | <b>Legal</b><br>Delivery of suitable Quarterly Performance Reports assists us in demonstrating to the Scottish Government and other stakeholders if we are meeting the requirements of the Fire and Rescue Framework for Scotland 2021 and any targets which SFRS subsequently adopts as suitable indicators of performance. |  |
| 5.11<br>5.11.1   | <b>Information Governance</b><br>There are no information governance implications associated with this report.   |  |
| 5.12<br>5.12.1   | <b>Equalities</b><br>There are no equalities implications associated with this report.   |  |
| 5.13<br>5.13.1   | <b>Service Delivery</b><br>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 Q3 2021-22.   |  |
| <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 Officer, Director of Service Delivery / Chris Fitzpatrick, Business Intelligence and Data Services Manager   |  |
| <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>   | 16 February 2022   | <i>For Noting</i>                      |
| <i>Service Delivery Committee</i>  | 23 February 2022   | <i>For Scrutiny</i>                    |

# Strategic Planning, Performance and Communications

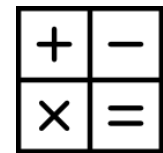


## Performance Report 2021-22 Q3 (YTD)

### 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.

Scottish Fire and Rescue Service publish all official statistics in late August (Organisational statistics) and at the end of October (Operational statistics) each year. As a result all statistics herein are provisional, and differences may be evident in the period totals quoted in successive reports after original publication which result from revisions or additions to the data on our systems.



KPIs

### Q1-Q3 in summary

**Q3 2021-22** was the busiest third quarter since 2010-11 and brought the year-to-date incidents to 73,846 which also equates to the busiest year (Q1-3) since 2010-11.

**Fires** attended in the first three quarters of 2021-22 (21,785) are **ten per cent higher** than those recorded during **2020-21** (19,750) and **seven per cent higher** than the previous **3-year average** (20,285)

**Deliberate fires** (13,046) were almost **14 per cent higher** than **2020-21** (11,497) and take the year-to-date total to the highest since 2013-14. The main influence on this increase has been **deliberate fires occurring during the first quarter** which was a higher total than quarters 2 and 3 combined.

**Non-fire incidents** (Special Service) continue to show significant signs of growth. **Quarter 3 2021-22 is now the second highest single quarter** (4,084) after quarter 2 2021-22 (4,191) since 2009-10.

**Assistance to other agencies and effecting entry/exit account for 38 per cent** of all special service activity year-to-date. **6 of the last 10 quarters** have **exceeded 5,000 incidents** per quarter. Between **2009-10 to 2014-15** the **quarterly average** was only **3,000 incidents**.

**False alarms** reported were **the fourth highest** (40,242) year-to-date figure since 2009-10. **54 per cent** of all False alarms were '**Unwanted Fire Alarm Signals**' (21,470)

### Page Contents

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2021-22 Q3 - Service Delivery Committee Report (Summary)

3-4

Outcome 1. Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth

1.1 How effective are we at enhancing community safety and wellbeing?

1.2 How effective are we at protecting our built environment?

1.3 How effective are our prevention and protection activities?

1.4 To what extent are we reducing Unwanted Fire Alarm Signals?

5-6

Outcome 2. Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland

2.1 How do we know that we have the right resources in the right places at the right time?

2.2 How do we demonstrate we are more flexible?

2.2 How effective and efficient is our emergency response?

2.2 How do we demonstrate we have modernised our preparation and response to emergencies?

2.3 How do we demonstrate we maintain a strong presence in Scotland?

2.4 How do we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

7

GLOSSARY





# 2021-22 Q3 - Service Delivery Committee Report (Summary)

**Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic**

### Indicators - With target

| PBIID | PMF indicator  | RAG | Objective                                     | Target | Curr 3-yr ave. | 2021-22 | 2020-21 | 2019-20 |
|-------|--|-----|---|--------|----------------|---------|---------|---------|
| 1.01  | Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005) | ●   | Reduce based on moving 3-year average         | 1209   | 1130           | 1137    | 1042    | 1210    |
| 1.02  | Number of deliberate primary fires   | ●   | Reduce based on moving 3-year average         | 1951   | 1932           | 1912    | 1937    | 1946    |
| 1.04  | Number of refuse and vehicle fires   | ●   | Reduce by 10% based on moving 3-yr average    | 6809   | 7676           | 7551    | 7360    | 8117    |
| 1.05  | Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises            | ●   | Reduce based on moving 3-year average         | 21090  | 20960          | 21740   | 18109   | 23032   |
| 1.06  | Number of accidental dwelling fire fatalities  | ●   | Zero fatalities                               | 0      | 21             | 21      | 25      | 16      |
| 1.07  | Number of fire fatalities  | ●   | Reduce based on moving 3-year average         | 27     | 30             | 29      | 39      | 22      |
| 1.08  | Number of fire casualties (excluding precautionary checks) from accidental dwelling fires    | ●   | Reduce by 3% based on moving 3-yr average     | 417    | 374            | 336     | 360     | 427     |
| 1.09  | Number of fire casualties  | ●   | Reduce based on moving 3-year average         | 610    | 522            | 433     | 520     | 612     |
| 1.1   | Number of Home Fire Safety Visits conducted  | ●   | Increase based on previous year               | 16911  | 34259          | 32035   | 16910   | 53832   |
| 1.11  | Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)    | ●   | Increase based on moving 3-year average       | 15368  | 14413          | 15857   | 8875    | 18507   |
| 2.07  | Number of accidental dwelling fires broken down into severity categories - high              | ●   | Reduce by 5% based on moving 3-yr average     | 200    | 204            | 202     | 203     | 206     |
| 2.071 | Number of accidental dwelling fires broken down into severity categories - medium            | ●   | Reduce by 3% based on moving 3-yr average     | 1495   | 1480           | 1476    | 1428    | 1536    |
| 2.072 | Number of accidental dwelling fires broken down into severity categories - low               | ●   | Reduce based on moving 3-year average         | 1532   | 1502           | 1481    | 1503    | 1522    |
| 2.09  | Retained Duty System Appliance availability  | ●   | Increase by 3% based on 3-year moving average | 84     | 78             | 74      | 83      | 80      |
| 2.1   | Wholtime Appliance Availability  | ●   | % compliance against confidence levels        | 95     | 97             | 96      | 98      | 97      |

### Indicators - No target

| ID   | PMF indicator   | Curr 3-yr ave. | 2021-22 | 2020-21 | 2019-20 |
|------|---|----------------|---------|---------|---------|
| 1.12 | Number of Road Traffic Collisions attended                                  | 1550           | 1607    | 1208    | 1836    |
| 2.01 | Total number of incidents attended  | 70857          | 73846   | 66295   | 72429   |
| 2.03 | Number of incidents attended at the request of other agencies               | 964            | 1060    | 881     | 951     |
| 2.04 | Number of effect entry/exit incidents attended                              | 3044           | 3389    | 2806    | 2937    |
| 2.05 | Number of non-refuse secondary fires  | 6488           | 7977    | 6146    | 5340    |
| 2.11 | Inspections carried out in line with Operational Intelligence Framework (%) | 1608           |         | 1608    | 1737    |
| 2.12 | Number of audit actions arising from Operational Assurance process          | 11             | 0       | 22      | 31      |
| 2.13 | Number of Hydrant inspections carried out                                   | 10829          | 13662   | 7996    | 17057   |

### Indicators - No target

| ID   | PMF indicator  | 2021-22 | 2020-21 | 2019-20 |
|------|--|---------|---------|---------|
| 2.07 | Call handling times (Scotland)                       | 1.30    | 1.32    | 1.20    |
| 2.07 | Call handling times by Service Delivery Area (East)  | 1.27    | 1.22    | 1.12    |
| 2.07 | Call handling times by Service Delivery Area (North) | 1.77    | 1.72    | 1.47    |
| 2.07 | Call handling times by Service Delivery Area (West)  | 1.20    | 1.22    | 1.15    |
| 2.06 | Response times (Scotland)                            | 8.10    | 7.90    | 7.70    |
| 2.06 | Response times (Scotland) (East)                     | 8.40    | 8.25    | 8.00    |
| 2.06 | Response times (Scotland) (North)                    | 9.20    | 8.90    | 8.40    |
| 2.06 | Response times (Scotland) (West)                     | 7.45    | 7.40    | 7.20    |

**Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland**



## Strategic Outcome 1 in summary


Social distancing restrictions during 2020-21 meant almost all areas of community safety engagement were affected, with a noticeable reduction on **Home Fire Safety Visits conducted**. Visits conducted this year have shown significant signs of improvement with **activity twice the levels this year** measure against last.

**Visits to** those identified as 'vulnerable' has also doubled but based on the set objective, is **6 per cent lower than target**.

**Unwanted Fire Alarm Signals (UFAs)** reported just under **1 per cent reduction** based on the current 3-year average versus the previous 3-year average. Average **vehicle mobilisations** to UFAs remains consistent at **1.6 per incident**.

**Fires in non-domestic buildings** continues to **achieve the required reductions** across almost all Local Senior Officer areas ranging from **five per cent in City of Edinburgh** to **13 per cent in Glasgow City**.

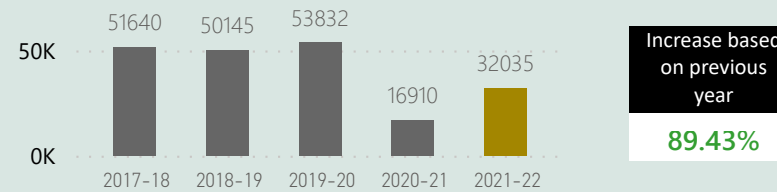
Fire Safety Enforcement staff have had to work under similar conditions as to those involved in Community safety Engagement exercises. 2021-22 has seen evidence that some level of normality has been able to return, and **fire safety audits completed** in the first three quarters are **twice that of 2020-21**.



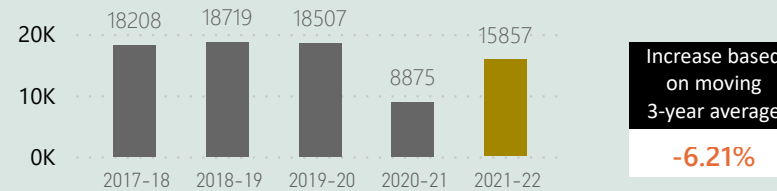

We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing

How effective are we at enhancing community safety and wellbeing?

Number of Home Fire Safety Visits conducted



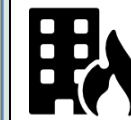
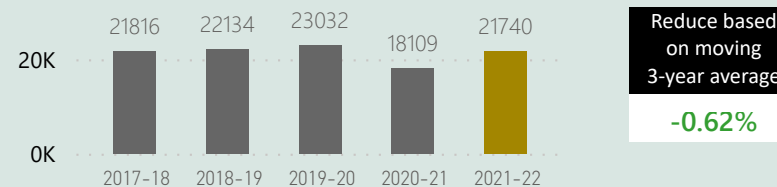
Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)

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

To what extent are we reducing Unwanted Fire Alarm Signals?

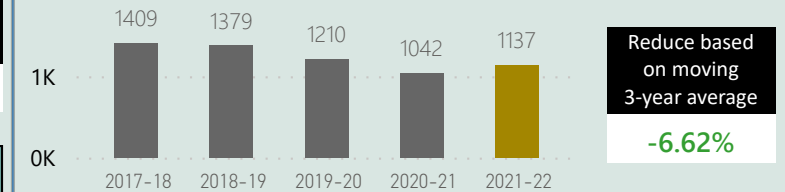
Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises



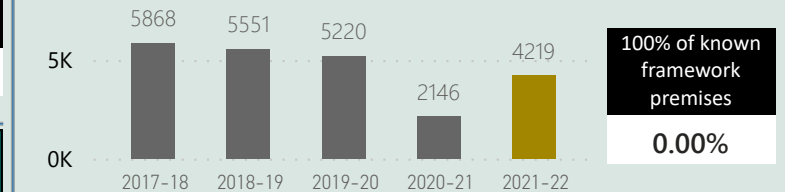
We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth

How effective are we at protecting our built environment?

Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)



Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework



**'Low' and 'medium' severity fires have been moved to Strategic Outcome 2 (How effective and efficient is our emergency response?) with 'high' severity fires**



Strategic Outcome 1 in summary (cont.)

29 fire fatalities have been recorded during 2021-22. 12 fatalities reported in quarter 3, the same as in quarter 1. 7 of the 12 fatalities in quarter 3 were female whilst only 2 female fatalities had been recorded in the first half of the year.

Only 12 of the 29 fatality investigations have been concluded but current indication is that 21 will be recorded as accidental dwelling fire fatalities.

Fatalities recorded this year are predominantly male (66 per cent year-to-date 2021-22) with 40 per cent aged 40 - 79 and 40 per cent aged 80+.

Fire casualties continue to show significant reductions (15 per cent based on 3 year moving average) as a whole and at incidents reported as accidental dwelling fires (10 per cent off target).

The target reduction in deliberate primary fires was achieved in this reporting period (one per cent). Performance across the service delivery areas varied with reductions in both East and West (3 per cent) and an increase in the North (eight per cent).

The objective for Refuse and vehicle fires to reduce by 10 per cent was not achieved and marginally increased (13 per cent off target). Based on quarter 3 performance alone, incidents were down by almost 20 per cent from the same period in 2020-21.

SFRS attendance at road traffic collisions has displayed a downward trend over the last five years and none more so than 2020-21. Whilst 2021-22 was an increase on the previous year, it remained significantly lower than the three years before the pandemic.





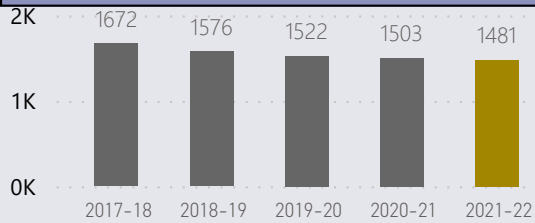
# Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland



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

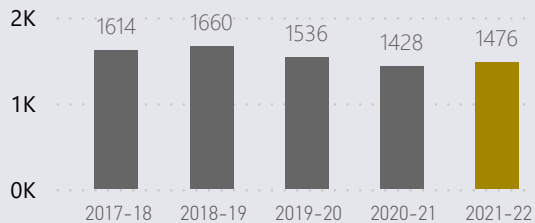
How effective and efficient is our emergency response?

Number of accidental dwelling fires broken down into severity categories - low



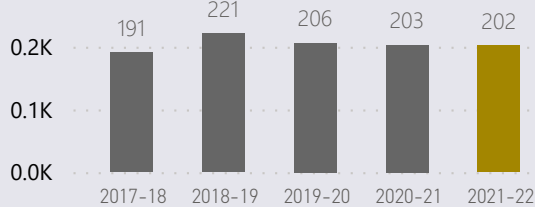
Reduce based on moving 3-year average  
**-2.06%**

Number of accidental dwelling fires broken down into severity categories - medium



Reduce by 3% based on moving 3-yr average  
**-3.98%**

Number of accidental dwelling fires broken down into severity categories - high



Reduce by 5% based on moving 3-yr average  
**-3.02%**

How will we demonstrate we are more flexible?

Q3 only

Top 10 incident types

| Incident Type                                     | Total |
|---|-------|
| 01. False Alarm (UFAS) (34.4%)                    | 7991  |
| 02. False Alarm (Dwelling) (15.3%)                | 3567  |
| 03. False Alarm (Good Intent) (8.6%)              | 2006  |
| 04. Refuse Fire (7.0%)                            | 1616  |
| 05. Special Service - Effecting entry/exit (5.2%) | 1201  |
| 06. Dwelling Fire (5.0%)                          | 1156  |
| 07. Outdoor Fire (4.8%)                           | 1107  |
| 08. Special Service - RTC (2.6%)                  | 610   |
| 09. Vehicle Fire (2.1%)                           | 490   |
| 10. Other Building Fire (1.9%)                    | 450   |



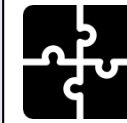
We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements

How will we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

Call handling times (Scotland)

Median call handling times (mins)

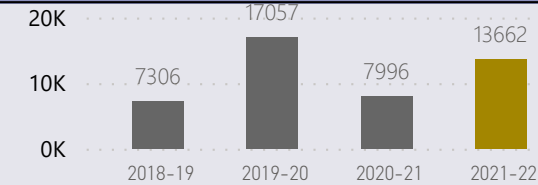
| Fsc Year | Call handling times | Call handling times (East) | Call handling times (North) | Call handling times (West) |
|----------|---------------------|----------------------------|-----------------------------|----------------------------|
| 2021-22  | 1.30                | 1.27                       | 1.77                        | 1.20                       |
| 2020-21  | 1.32                | 1.22                       | 1.72                        | 1.22                       |
| 2019-20  | 1.20                | 1.12                       | 1.47                        | 1.15                       |
| 2018-19  | 1.17                | 1.17                       | 1.45                        | 1.12                       |
| 2017-18  | 1.17                | 1.20                       | 1.37                        | 1.07                       |



We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time

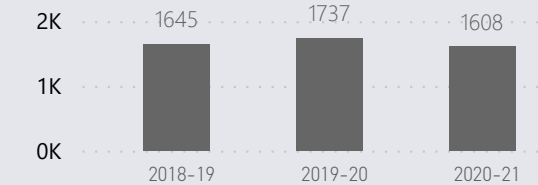
How will we know that we have the right resources in the right places at the right time?

Number of Hydrant inspections carried out



Monitor  
**0**

Inspections carried out in line with Operational Intelligence Framework (%)



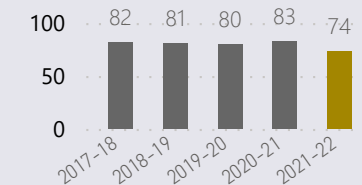
Monitor  
**0**



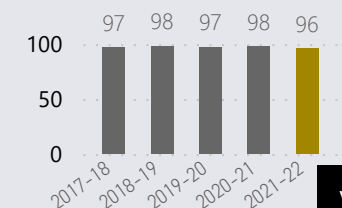
We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

How will we demonstrate we have maintained a strong presence across Scotland?

Retained Duty System Appliance availability %



Wholetime Appliance Availability %





### Strategic Outcome 2 in summary

All categories of fire severity in accidental dwelling fires achieved reductions for the first three quarters of 2021-22 but **only low and medium achieved the targets set**. The target for 'high' risk fires is to reduce by five per cent but **only achieved three per cent**.

False Alarms continues to be the top 3 incident categories attended during quarter 3, **equating to 58 per cent of all activity**. During the first quarter of 2020-21 these three categories accounted for 45 per cent of all activity.

Call handling times for Scotland (median) shows no significant change (reduced by 0.02 = 1.2 seconds) versus the same period last year and the second quarter of this year. **Response times for Scotland (median) increased by 0.20 (12 seconds)** versus the previous third quarter but no change against the second quarter. Increases against the previous third quarter were in all 3 Service Delivery Areas ranging from 0.05 (3 seconds, West) to 0.25 (15 seconds, North). **Median response time for the country as a whole remains at 8 minutes and 12 seconds**.

Non-refuse secondary fires have increased by almost 30 per cent against 2020-21 which has been significantly influenced by a 50 per cent increase in quarter 2 alone. **Quarter 3 was 10 per cent lower than the third quarter of 2020-21**.

The zero return for the second quarter in a row for **audit actions arising from operational assurance processes** is not reflective of the extensive work undertaken by the department. The conclusion of the **thematic audit this quarter has been extended** again due to the requirement to broaden the terms of reference of the audit to include specific themes requested for inclusion by Health & Safety. This resulted in an online service-wide survey taking place **delaying the finalisation of the thematic report** which will be taken to the next NSAB for approval. Evidence of this is now expected to be **reported in quarter 4**.



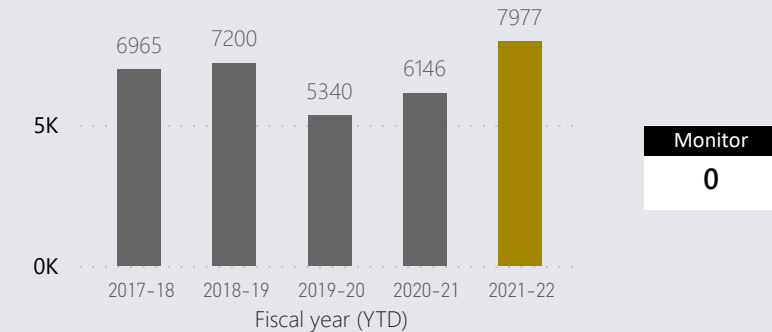
We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology

How will we demonstrate we have modernised our preparation and response to emergencies?

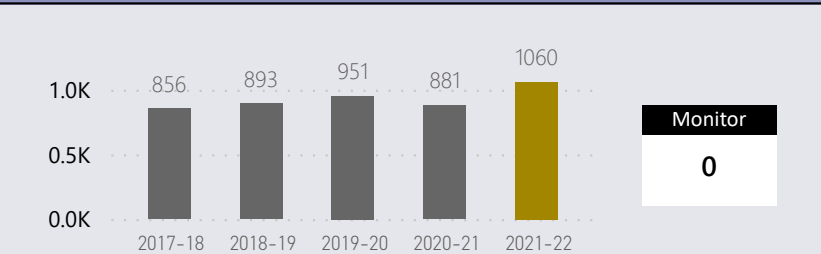
Response times (Scotland)

| Fsc Year | Median response times (mins) |                       |                        |                       |
|----------|------------------------------|-----------------------|------------------------|-----------------------|
|          | Response times               | Response times (East) | Response times (North) | Response times (West) |
| 2021-22  | 8.10                         | 8.40                  | 9.20                   | 7.45                  |
| 2020-21  | 7.90                         | 8.25                  | 8.90                   | 7.40                  |
| 2019-20  | 7.70                         | 8.00                  | 8.40                   | 7.20                  |
| 2018-19  | 7.60                         | 7.90                  | 8.40                   | 7.10                  |
| 2017-18  | 7.50                         | 7.90                  | 8.30                   | 7.00                  |

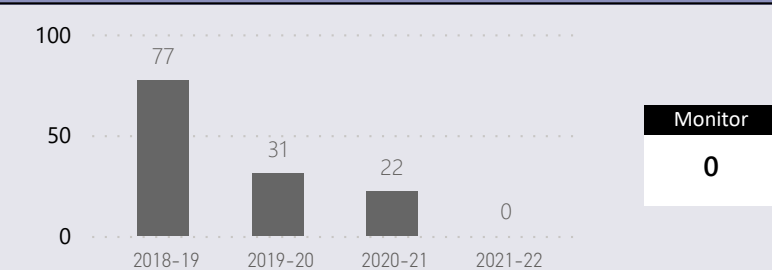
Number of non-refuse secondary fires



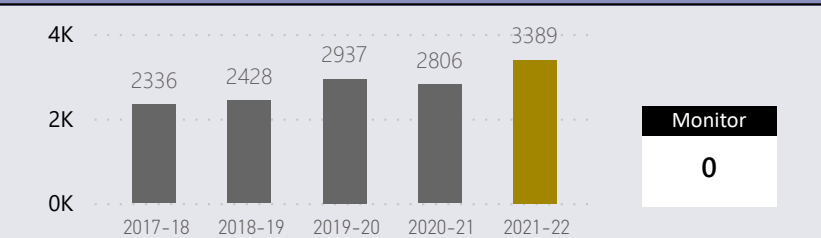
Number of incidents attended at the request of other agencies



Number of audit actions arising from Operational Assurance process



Number of effect entry/exit incidents attended





# Strategic Planning, Performance and Communications



## Glossary of terms, acronyms and other data sources

| <b>Entry</b>              | <b>What it means</b>  | <b>Entry</b>   | <b>What it means</b>   |
|---------------------------|---|----------------|--|
| ADF                       | Accidental Dwelling Fire  | FSE, FSO       | Fire Safety Enforcement, Fire Safety Enforcement Officer   |
| CSET                      | Community Safety Engagement Toolkit: a central IT system used to record home fire safety visits and community safety activities   | HFSV           | Home Fire Safety Visit   |
| 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.  | IRS            | The National Incident Recording System, developed on behalf of the UK Government's Home Office.  |
| 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.   | KPI            | Key Performance Indicator  |
| 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.   | 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 fourteen LSO posts in the SFRS covering between them the 32 local authority areas in Scotland.   |
| 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.   | Median         | The median is the middle number in a sorted list of ascending or descending values. The median is the preferred statistical average value when there are a proportion of extremely high or low values in the sequence that may skew the average (mean) value. The median provides a better representation of a "typical" value". |
| 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.  | Moving average | An average computed over a fixed time period that rolls forward for each report. Moving averages can be thought of as averages over a fixed time window such as a three-year period, which then moves on by a fixed period reflecting the periodicity of the report.   |
| False Alarm (UFAS)        | 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. | PMF            | Performance Management Framework - Defines how SFRS manage performance and sets out the processes and tools available to achieve the priorities set in the Fire and Rescue Framework   |
|                           |   | 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  |



# Strategic Planning, Performance and Communications



## Glossary of terms, acronyms and other data sources

| Entry           | What it means   |
|-----------------|---|
| RDS             | Retained Duty System  |
| 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  |
| 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.   |
| WDS             | Wholetime Duty System   |

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/03-22

Agenda Item: 8.2

|                        |   |   |          |          |          |          |          |
|------------------------|---|---|----------|----------|----------|----------|----------|
| Report to:             | SERVICE DELIVERY COMMITTEE  |   |          |          |          |          |          |
| Meeting Date:          | 23 FEBRUARY 22  |   |          |          |          |          |          |
| Report Title:          | AUDIT AND INSPECTION ACTION PLANS AND CLOSING REPORTS UPDATE  |   |          |          |          |          |          |
| Report Classification: | For Scrutiny  | <b>Board/Committee Meetings ONLY<br/>For Reports to be held in Private<br/>Specify rationale below referring to<br/><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 the report is to provide the Service Delivery Committee (SDC) with an update on the following audit and inspection action plans: <ul style="list-style-type: none"> <li>• Provision of Operational Risk Information</li> <li>• Planning and Preparedness for Covid Update</li> <li>• Command and Control: Aspects of the Incident Command System</li> <li>• Fire Safety Enforcement</li> <li>• Local Area Inspections (LAI) National Recommendation Action Plan</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 Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.  |   |          |          |          |          |          |
| 2.2                    | Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.   |   |          |          |          |          |          |
| 2.3                    | Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.   |   |          |          |          |          |          |
| 2.4                    | In line with the new thematic process agreed in May 2020, once approved progress on the individual action plan will be presented to SDC every six-months for scrutiny on a quarterly cyclical basis.  |   |          |          |          |          |          |
| <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 December 2021 and February 2022 are noted below. There are no closing reports to consider as part of this update.   |   |          |          |          |          |          |

|      |  |
|------|--|
| 3.3  | <p><b>Fleet and Equipment Action Plan</b><br/>During the last review of the Fleet and Equipment Action Plan, SMB/SDC agreed that the plan was completed and sanctioned creation of the formal closure report. This report was scheduled to be presented at the meeting on 17 February 2022, however, resource issues within the Strategic Planning Team have delayed this. It will be submitted as part of the next scheduled quarterly update.</p>  |
| 3.4  | <p><b>Operational Risk Information</b><br/>The HMFSI report on Operational Risk Information was published in February 2019. The action plan contains a total of 25 actions to address the issues raised. The action plan is attached as <b>Appendix B</b>.</p>   |
| 3.5  | <p>The completion of 20 actions has already been agreed – these are shaded grey and do not need further scrutiny. SDC is asked to scrutinise the remaining five actions (those in white), and to raise any issues with the update given.</p>   |
| 3.6  | <p>Progress this quarter has been limited and no further recommendations have been completed within the reporting period.</p>  |
| 3.7  | <p>Of the five outstanding actions, one remains green and on track for target completion, whereas the remaining four actions remain red due to the slip in the original agreed timescales. Resource limitations and the need to prioritise other critical workloads has led to these delays.</p>   |
| 3.8  | <p>The overall RAG rating for this action plan remains <b>red</b> due to the original due dates not being met. It is noted as 90% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</p>   |
| 3.9  | <p><b>Planning and Preparedness for Covid-19 Update</b><br/>The update report on the Scottish Fire and Rescue Service's planning and preparedness for Covid-19 was provided in December 2020 following a light touch review.</p>   |
| 3.10 | <p>The Action Plan was agreed by the Strategic Leadership Team in April 2021 and is attached as <b>Appendix C</b>.</p>   |
| 3.11 | <p>The Plan contains a total of 16 actions to address the 15 recommendations made. Seven of these actions are new. The remaining ten actions are being progressed via other workstreams and, as such, no further action is necessary. For completeness these recommendations remain within the Plan. Where existing updates are available on these actions, they have been signposted as part of the reporting process. Where this information is not available, an update has been included within the quarterly update report.</p> |
| 3.12 | <p>To date, 8 actions have been completed. The remaining 8 actions are progressing steadily, with five of them marked green and three marked amber. Those that are amber are awaiting revised due dates.</p>   |
| 3.13 | <p>The overall RAG rating for this action plan is <b>green</b> and is noted as 86% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</p>  |
| 3.14 | <p><b>Command and Control: Aspects of the Incident Command System</b><br/>The Command and Control: Aspects of the Incident Command System Report was published in August 2020. Development of the associated action plan was delayed due to the conflicting resource priorities of Covid-19. Although work had already begun on some of the actions contained within the plan, it was formally agreed by the Strategic Leadership Team in April 2021.</p>  |

|      |   |
|------|---|
| 3.15 | The Plan has 25 actions overall and is attached as <b>Appendix D</b> .  |
| 3.16 | To date, 20 actions have been completed with three of these actions completed within this reporting period (see 5.3.8, 5.5.18 and 5.5.21).  |
| 3.17 | The remaining 5 actions are progressing, however, four of these actions remain amber due to the slip from the original timescale.   |
| 3.18 | <p>The SDC are asked to note the following:</p> <ul style="list-style-type: none"> <li>• The revised due date proposed for actions 5.2.4 and 5.2.5 – due to slip in timescales as a result of other work being undertaken with Civil Contingencies and the Operations Frontline Support Team e.g. COVID support, Co- Ordination of support for Scottish Ambulance Service, support to COP 26, Operation Moonbeam and concurrent events.</li> <li>• The revised due date proposed for action 5.3.9 – previously to be confirmed following discussion and now updated.</li> </ul> |
| 3.19 | The above updates have been marked on Appendix 5 in red for ease.   |
| 3.20 | The overall RAG rating for this action plan has moved from green to <b>amber</b> due to slip in timescales of some actions and is noted as 93% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).   |
| 3.21 | <p><b>Fire Safety Enforcement Action Plan</b></p> <p>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 20 actions to address the issues raised. The action plan is attached as <b>Appendix E</b>.</p>  |
| 3.22 | The completion of 16 actions has already been agreed – these are shaded grey and do not need further scrutiny. SDC is asked to scrutinise the remaining three actions (those in white) and the updates given.   |
| 3.23 | <p>The remaining live action at 14.1 is 95% complete and it is anticipated that it will be closed off in the next reporting period when the outstanding Enforcement Procedure has received final review by our SFRS Legal Team. As such the following is proposed:</p> <p>The status of the two deferred actions (6.2 and 9.1 - highlighted pink) have been reviewed, however, timescales have not yet been set by the National Fire Chiefs Council and, as such, these will remain deferred.</p>   |
| 3.24 | The overall RAG rating for this action plan remains at red due to the slippage from the original timescales, despite continued work currently being on target, and is noted as 99% complete.  |
| 3.25 | <p><b>Local Area Inspections (LAI) National Recommendation Action Plan</b></p> <p>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 F</b>.</p>   |
| 3.26 | SDC are not required to scrutinise LAI action plans but are asked to note their progress.   |
| 3.27 | 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.  |

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| 3.28     | Currently there are ten actions contained on this plan. These actions have been identified from the Dumfries and Galloway Local Area Inspection, the Edinburgh City Local Area Inspection and the Midlothian Local Area Inspection. Of these, eight were previously completed and two local area action plans (City of Edinburgh and Dumfries and Galloway) progressed to completion.   |
| 3.29     | The two remaining actions pertain to the Midlothian Local Area Inspection.  |
| 3.30     | <b>Midlothian Local Area Inspection</b><br>This report was published in May 2021 with a total of 7 actions identified to address the 5 recommendations of the HMFSI report.   |
| 3.31     | Of those 7 actions, 3 are local recommendations that are included in the overview of progress provided to the SDC as part of the regular Local Area Inspection National Recommendations Action Plan update.   |
| 3.32     | Against this action plan, currently there are 3 actions with 2 of these completed actions including one of which has been completed within this reporting period.   |
| 3.33     | One action remains in progress as ICT work to develop a Business Case for presentation to Asset Management Liaison Board (AMLB) for consideration. This action is progressing as planned with the proposed due date of March 2022. SDC is asked to scrutinise the remaining action (in white) and the update given.   |
| 3.34     | The overall RAG rating for this action plan remains at <b>green</b> and is noted as 92% complete.   |
| <b>4</b> | <b>Recommendation</b>   |
| 4.1      | The SDC is invited to: <ul style="list-style-type: none"> <li>• Scrutinise the progress of all action plans as presented in the audit and inspection dashboard, attached as <b>Appendix A</b>.</li> <li>• Scrutinise the Provision of Operational Risk Information action plan, attached as <b>Appendix B</b>, and raise any concerns with the update provided.</li> <li>• Scrutinise the Planning and Preparedness of Covid action plan, attached as <b>Appendix C</b>, and raise any concerns with the update</li> <li>• Scrutinise the Command and Control: Aspects of the Incident Command System action plan, attached as <b>Appendix D</b>, and raise any concerns with the update provided.</li> <li>• Scrutinise the Fire Safety Enforcement action plan, attached as <b>Appendix E</b> and raise any concerns with the update provided.</li> <li>• Scrutinise the Local Area Inspection National Recommendations action plan, attached as <b>Appendix F</b>, and raise any concerns with the update provided.</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                  | Not applicable.   |
| <b>7</b>             | <b>Appendices/Further Reading</b>   |
| 7.1                  | Appendix A - Audit and Inspection Dashboard   |
| 7.2                  | Appendix B - Management of Fleet and Equipment action plan  |
| 7.3                  | Appendix C - Provision of Operational Risk Information action plan  |
| 7.4                  | Appendix D - Planning and Preparedness for Covid Review   |
| 7.5                  | Appendix E - Command and Control: Aspects of the Incident Command System  |
| 7.6                  | Appendix F - Fire Safety Enforcement Action Plan  |
| 7.7                  | Appendix G – Local Area Inspection National Recommendations Action Plan   |
| <b>Prepared by:</b>  | Kirsty Jamieson, Planning and Performance Officer   |
| <b>Sponsored by:</b> | Richard Whetton, Head of Corporate Governance, Strategy and Planning  |
| <b>Presented by:</b> | Richard Whetton, Head of Corporate 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>15 December 2021</i> | <i>For recommendation (Local Area Inspection National Recommendations &amp; Fire Safety Enforcement)</i>            |
| <i>Senior Management Board</i>  | <i>17 February 2022</i> | <i>For recommendation (Fleet &amp; Equipment, Operational Risk Info, Covid Review, Aspects of Incident Command)</i> |
| <i>Service Delivery Committee</i>   | <i>23 February 2022</i> | <i>For scrutiny (all the above)</i>   |

## Audit and Inspection Overview Dashboard

## 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 | Moved to BAU | Void | % complete | RAG |
|-----------|---|--------------------|----------|------------------|---------------|--------------|-------------|-------------|-------------|----------|----------|-------------|-----------|--------------|------|------------|-----|
| May-18    | Scottish Fire and Rescue Service Update | ARAC               | Dec-21   | Nov-21           | 36            | Feb-22       | May-22      | 0           | 1           | 0        | 33       | 0           | 0         | 0            | 2    | 95%        |     |

## 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 | Moved to BAU | Void | % 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   | Dec-21           | 21            | Mar-22       | Jun-22      | 0           | 1           | 2        | 17       | 0           | 0         | 0            | 0    | 99%        |        |
| Feb-2019  | Provision of Operational Risk Information                   | SDC                | Mar-22   |                  | 25            | Feb-22       | May-22      | 0           | 5           | 0        | 20       | 0           | 0         | 0            | 0    | 90%        |        |
| May-2019  | Management of Fleet and Equipment                           | SDC                | Mar-22   |                  | 38            | Feb-22       | May-22      | 0           | 0           | 0        | 32       | 0           | 6         | 0            | 0    | 100%       |        |
| Mar-2020  | Training of RDS Personnel                                   | SGC                | Mar-23   |                  | 31            | Feb-22       | May-22      | 0           | 8           | 5        | 18       | 0           | 0         | 0            | 0    | 88%        |        |
| Dec-2020  | Planning and Preparedness for COVID Review                  | SDC                | May-26   |                  | 16            | Feb-22       | May-22      | 0           | 8           | 0        | 8        | 0           | 0         | 0            | 0    | 86%        |        |
| Aug-2020  | Command and Control: Aspects of Incident Command            | SDC                | Mar-22   | Dec-23           | 25            | Feb-22       | May-22      | 0           | 5           | 0        | 20       | 0           | 0         | 0            | 0    | 93%        |        |
| Mar-2021  | Assessing the Effectiveness of Inspection Activity          | ARAC               | -        |                  | 0             | -            | -           | -           | -           | -        | -        | -           | -         | -            | -    | -          |        |

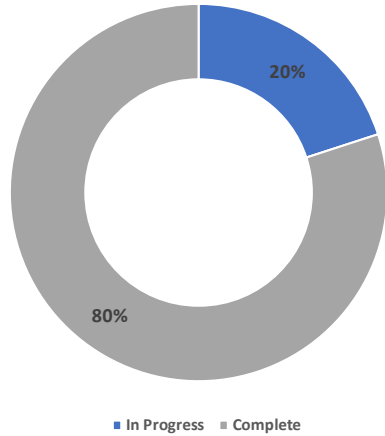
## HMFSI Local Area Inspection Reports Progress Dashboard

| Published | Title  | Relevant Committee | Due Date | Revised Due Date | Total Actions | Last Update | Next Update | Not Started | In Progress | Deferred | Complete | Transferred | Cancelled | Moved to BAU | Void | % complete | RAG |
|-----------|--|--------------------|----------|------------------|---------------|-------------|-------------|-------------|-------------|----------|----------|-------------|-----------|--------------|------|------------|-----|
| N/A       | Local Area Inspection National Recommendations | SDC                | N/A      | N/A              | 7             | Mar-22      | Jun-22      | 0           | 1           | 0        | 8        | 0           | 0         | 0            | 0    | 85%        |     |
| Feb-20    | Dumfries and Galloway                          | N/A                | Jun-21   |                  | 12            | Mar-22      | Jun-22      | 0           | 4           | 0        | 7        | 1           | 0         | 0            | 0    | 100%       |     |
| Jun-20    | Edinburgh City                                 | N/A                | Apr-21   |                  | 11            | Mar-22      | Jun-22      | 0           | 5           | 0        | 0        | 6           | 0         | 0            | 0    | 100%       |     |
| May-21    | Midlothian                                     | N/A                | Mar-22   |                  | 7             | Mar-22      | Jun-22      | 0           | 3           | 0        | 4        | 0           | 0         | 0            | 0    | 75%        |     |

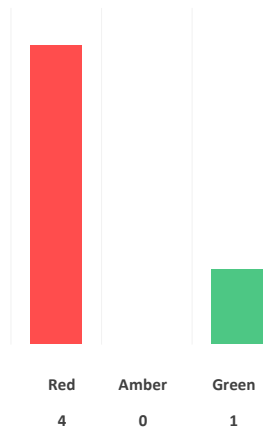
HMFSI Operational Risk Information - Action Plan Progress

| Updated | Next Update |
|---------|-------------|
| Feb-22  | May-22      |

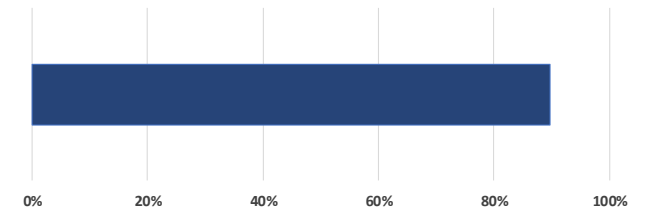
| Status      | Count |
|-------------|-------|
| Not Started | 0     |
| In Progress | 5     |
| On Hold     | 0     |
| Complete    | 20    |
| Transferred | 0     |
| Cancelled   | 0     |
| Move to BAU | 0     |
| Void        | 0     |



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  |
|--|---------------|---|--|----------|------------------|-------------|---|------------|-----------------|-------|---|
| 1. Implement review of the sustainability of existing MDTs.<br>2. Develop a process that enables the tablet to be connected to the mobilising system.<br>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   | Jun-22           | In Progress | 17 November 2021: Due to projects delays, a revised due date of June 22 is proposed. This action remains at red due to the slip in timescales.<br><b>16 February 2022: A revised project has been put together to resolve all issues with the GETAC tablet, connectivity and solutions. A high level plan was presented to the Digital Board on 2/2/22. The plan was approved and the project has been agreed as one of 4 top priorities for ICT in Quarter 4 21/22 and going forward into 22/23. This action remains at red due to the slip in timescales.</b> | 60%        |                 | Red   | CCF Project Plan and Dossier.<br>In Vehicle Solutions ToR and minutes |
| 1. Implement review of the sustainability of existing MDTs.<br>2. Develop a process that enables the tablet to be connected to the mobilising system.<br>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.  | Sandra Fox, Head of ICT<br>Andy Mosley,<br>ESMCP Project Manager | Mar-20   | Mar-23           | In Progress | 17 November 2021: Revised national implementation timescale for the Emergency Services Network is April 2024 to December 2025. All required activities will be in place for implementation. This action remains green as all SFRS activities will be in place prior to implementation.<br><b>16 February 2022: No further update. This action remains green as all SFRS activities will be in place prior to implementation.</b>  | 10%        |                 | Green | ESMCP Board papers  |

|   |               |  |                         |        |        |             |  |     |  |     |   |
|---|---------------|--|-------------------------|--------|--------|-------------|--|-----|--|-----|---|
| <p>1. Implement review of the sustainability of existing MDTs.<br/>2. Develop a process that enables the tablet to be connected to the mobilising system.<br/>3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.</p>   | 1.4, 2.4, 3.4 | Apply for an Airwave Code of Connection.   | Sandra Fox, Head of ICT | Mar-20 | Jun-22 | In Progress | <p>17 November 2021: Testing is ongoing to meet revised timescales but has been impacted by resource limitations and other critical workload. This action has changed from red to amber due to the introduction of a revised timescale.</p> <p><b>16 February 2022: A revised project has been put together to resolve all issues with the GETAC tablet, connectivity and solutions. A high level plan was presented to the Digital Board on 2/2/22. The plan was approved and the project has been agreed as one of 4 top priorities for ICT in Quarter 4 21/22 and going forward into 22/23. This action remains at red due to the slip in timescales.</b></p>   | 60% |  | Red | <p>Digital Steering Group and SLT Papers June 2020.<br/>In vehicle solution project Board papers.</p> |
| <p>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.</p>  | 4.1           | Integrate Vehicle Risk Information onto Tablet.                                    | Mark Duffy              | Mar-20 | Dec-23 | In Progress | <p>17 November 2021: This continues to present a challenge. The delays to the Emergency Services Mobile Communication Programme (ESMCP) have been considered at both the Command and Control Futures and ESMCP Boards as the initial plan had involved utilising the use of new technologies to encompass the required updates to Operational Intelligence (OI) information. Issues with providing updates to OI tablets has continued to be an area of concern and this is also a barrier to the delivery of the document conversion project.</p> <p>The issue involves the way that our OI tablets have been built and difficulties with the remote updates required due to the security settings applied to protect cyber security.</p> <p>Operation and ICT colleagues are currently working to explore options to overcome these challenges and a model utilising mobile data updates will be utilised for appliances during COP26. This situation continues to be a concern and is being escalated through the Operations and Service Delivery Risk Register process. This action remains red due to the slip in original timescales.</p> <p><b>16 February 2022: Various meetings have taken place to discuss the ongoing concerns surrounding the GETAC tablets. SFRS ICT staff have been investigating these concerns and are working to produce a Level Design Document which will explain and describe how best to alleviate all the issues and have the GETAC tablet deliver what it was purchased to do. This Design Document will be completed by March 2022, however, the work required may extend into 2023. These issues and dates for completion are being discussed within the senior management of the Service on how best to proceed. This action remains red due to the slip in original timescales.</b></p> | 85% |  | Red | <p>Operational Intelligence Work Plan.<br/>In vehicle solution project Board papers.</p>              |
| <p>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.</p> | 7.2           | Continue ongoing development to ensure a stable and reliable auto update function. | ICT Lead                | Jan-20 | Dec-23 | In Progress | <p>17 November 2021: This work has been impacted by resource limitations and other critical workload. As a result, this action remains red.</p> <p><b>16 February 2022: A revised project has been put together to resolve all issues with the GETAC tablet, connectivity and solutions. A high level plan was presented to the Digital Board on 2/2/22. The plan was approved and the project has been agreed as one of 4 top priorities for ICT in Quarter 4 21/22 and going forward into 22/23. This action remains at red due to the slip in timescales.</b></p>   | 30% |  | Red | <p>ICT Work Plan.<br/>In vehicle solution project Board papers.</p>                                   |

|   |               |   |                  |        |          |  |      |        |   |   |
|---|---------------|---|------------------|--------|----------|--|------|--------|---|---|
| <p>1. Implement review of the sustainability of existing MDTs.<br/>2. Develop a process that enables the tablet to be connected to the mobilising system.<br/>3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.</p>   | 1.1, 2.1, 3.1 | Arrange Formal meeting between CCF,ESMCP and OI Board.  | GMD Murdoch      | Jul-19 | Complete |  | 100% |        | ✓ | Formal meeting took place on 31 July 2019 with plan to progress out in place.   |
| <p>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.</p>  | 4.2           | Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement. | Paul McGovern    | Jun-19 | Complete |  | 100% |        | ✓ | Enhanced mapping layers added and future builds planned.  |
| <p>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.</p> | 5.1           | Publish OI reporting tool to make available to all end users.   | John McNicol     | Apr-19 | Complete |  | 100% | Apr-19 | ✓ | Reporting tool received 2 April 2019.   |
| <p>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.</p> | 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. |
| <p>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.</p>   | 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. | GMD 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.<br>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.          | GMD 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.<br>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.<br>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.   |



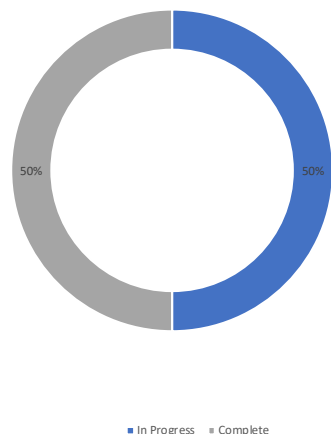
|  |      |   |                   |        |          |  |      |   |  |
|--|------|---|-------------------|--------|----------|--|------|---|--|
| 10. The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.  | 10.1 | Collate, share and evaluate Best Practice in relation to mainstreaming OI.      | GMD 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.                               | GMD 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. |

|   |      |  |                    |        |  |          |  |      |   |   |
|---|------|--|--------------------|--------|--|----------|--|------|---|---|
| <p>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.</p>   | 12.2 | <p>The OI team will target resources within LSO Areas requiring assistance on a risk based approach.</p> | Jennifer Henderson | Jul-19 |  | Complete |  | 100% | ✓ | <p>LSO planning meetings have been carried out and OI resources have been allocated on a risk-based approach,</p> |
| <p>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.</p>  | 13.1 | <p>Continue to explore data sharing opportunities with partner agencies.</p>                             | GMD Murdoch        | Oct-19 |  | Complete |  | 100% | ✓ | <p>Partner working in place and will continue with Forestry Commission and SEPA.</p>                              |
| <p>14. The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland</p>   | 14.1 | <p>Agree, sign off and implement MOUs to support OI.</p>   | GMD Murdoch        | Jan-19 |  | Complete |  | 100% | ✓ | <p>MOU complete and signed off by ACO.</p>  |
| <p>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</p> | 15.1 | <p>Ensure Business Case process is robustly followed and evaluated.</p>                                  | AM I McMeekin      | Jan-19 |  | Complete |  | 100% | ✓ | <p>Business case guidance has been produced by FCS and continues to be followed and evaluated.</p>                |

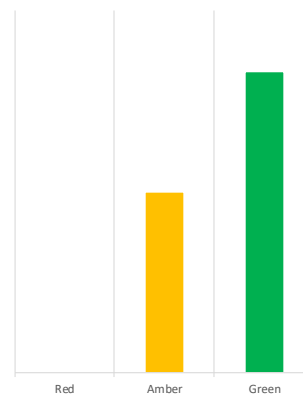
HMFSI Update report on planning and preparedness for Covid-19 - Action Plan Progress

| Updated | Next Update |
|---------|-------------|
| Feb-22  | May-22      |

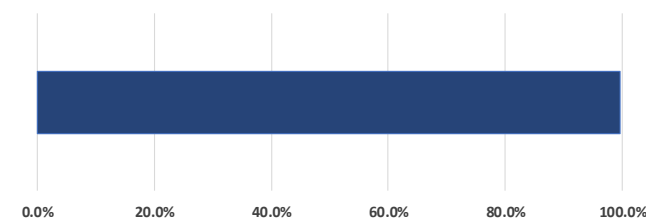
| Status       | Count |
|--------------|-------|
| Not Started  | 0     |
| In Progress  | 8     |
| Deferred     | 0     |
| Complete     | 8     |
| On Hold      | 0     |
| Transferred  | 0     |
| Cancelled    | 0     |
| Moved to BAU | 0     |
| Void         | 0     |



In Progress RAG Rating



Overall Progress 86%



| HMFI Recommendation   | Action Ref | Action Description   | Action Owner | Due Date | Revised Due Date | Status      | Progress Update Commentary   | % Complete | Completion Date | RAG   | Evidence  |
|---|------------|--|--------------|----------|------------------|-------------|--|------------|-----------------|-------|---|
| The availability of staff to crew appliances along with the introduction of bubbles/clusters has meant that normal crew levels cannot always be achieved, and reduced crewing across more areas of the business have been forced upon the Service. The impact of these changes should be evaluated by the SFRS to identify potential organisational benefits and risks. | 3.2.11     | No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.<br><br>(The ongoing use of adjusted crewing models has been monitored by the Operational Availability Group (OAG). Ensure ongoing liaison with Representative Bodies (i.e. Fire Brigades Union)). | Operations   | TBC      |                  | In Progress | 17 November 2021: The evaluation of staffing arrangements is continual due to the ongoing impact of COVID on SFRS. The Operational Assurance Group (OAG) is still in operation and continues to monitor risks and benefits. The most recent work has evaluated this with reference to COP26 in conjunction with BAU staffing levels against a COVID backdrop. The action description has changed for this recommendation in as much as the Operational Strategy no longer sits as part of the Reset & Renew Routemap and staffing models are not linked directly to the Operational Strategy. This will continue to be considered by OAG. This action remains on track and is green.<br><br>16 February 2022: Analysis and evaluation is provided on a continual basis to the Operational Assurance Group and other governance forums with a review of the impact of the Omicron variant, which provided significant challenges to maintaining operational resilience, now underway. The SFRS continues to collate evidence from various sources such as Operational Assurance returns, Health & Safety reports and crewing reports to identify any organisational risk and ensure evidence based decisions are taken in relation to operational availability management. Given the dynamic nature and timescale of the pandemic, this will remain under continual review. This action remains green and on track. | 80%        |                 | Green | Central Staffing Business Rules<br>Central Staffing OTR Reports<br>OAG Agenda<br>RBC COVID Monitoring Spreadsheet |

|   |        |  |   |                                  |             |   |     |       |  |
|---|--------|--|---|----------------------------------|-------------|---|-----|-------|--|
| The SFRS should look at amending the UFAS arrangements to reduce levels of demand, utilising evidence to inform any decision making.                                      | 3.2.12 | No additional actions necessary as being progressed as a dedicated Directorate-level project within the Service Delivery Directorate: Prevention and Protection Function.<br><br>(AOP S01:1: Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.)                        | Prevention and Protection                                       | Mar-22                           | In Progress | 17 November 2021: The 12-week public consultation on options for responding to Automated Fire Alarms started on 19 July and ends on 11 October 21. Following this, responses will be analysed and a preferred option recommended to the SFRS Board. This may be an alternative option or amendments to the initial options based on due consideration of the feedback from consultees. This action remains on track and green.<br><b>16 February 2022: SFRS Board approved the recommendations at its meeting on 16 December. The preferred options is now being taken forward for implementation go live of April 2022. This action remains green and on track.</b>  | 60% | Green |  |
| The SFRS should use evidence and data to ensure resources are utilised in the most efficient and effective way.   | 3.2.13 | No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.  |   | 1st Stage:<br>Oct 23 -<br>May 26 | In Progress | 17 November 2021: The CRIM remains in the development stage and is on schedule to deliver a community risk metric for each of the 6,976 data zones within Scotland by the Q4 2021-22. This action remains on track and green.<br><b>16 February 2022: Community Risk Index Model (CRIM) 1 risk metric has been produced. The CRIM current version includes human risk variables only. Built and natural environment risk variables are in the development phase. Once complete this will provide a holistic risk indicator at data zone level across Scotland. This action remains green and work remains on track.</b>   | 60% | Green |  |
| The SFRS should ensure that the more rural parts of the country are not deprived of investment as these are areas that will assist the organisation increase performance. | 3.2.15 | No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.  | Andrew Girrity  | 1st Stage:<br>Oct 23 -<br>May 26 | In Progress | 17 November 2021: The CRIM remains in the development stage and is on schedule to deliver a community risk metric for each of the 6,976 data zones within Scotland by Quarter 4 of 2021-22. This includes rural areas of the country. Once Community Risk and associated demand is defined by the Service Delivery Model Programme this will inform proposals for appropriate distribution of operational resource. This action remains on track and green.<br><b>16 February 2022: Community Risk Index Model (CRIM) 1 risk metric has been produced. The CRIM current version includes human risk variables only. Built and natural environment risk variables are in the development phase. Once complete this will provide a holistic risk indicator at data zone level across Scotland. This action remains green and work remains on track.</b>   | 60% | Green |  |
| The SFRS may wish to consider future plans being designed as frameworks providing guidance on outcomes or consequence management.   | 3.2.16 | No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.<br><br>(This recommendation focuses on the Service's agility and flexibility around planning. Consideration should be given to more generic plans.) | Operations / Strategic Planning, Performance and Communications | TBC                              | In Progress | 17 November 2021: An internal and external staff survey has recently concluded. Feedback will now be reviewed and any identified recommendations incorporated within our Operational Strategy Review and other work packages. This action remains on track and green.<br><b>16 February 2022: COVID Risk Rating Framework developed to enable local managers to assess risk within their respective areas and adjust work activities and protection measures accordingly. Framework will enable managers to carry out a risk/benefit analysis and develop flexible work plans based upon local risk. Work also underway to develop a management framework to facilitate a phased return to office based work. Framework will outline a three phase approach to the new normal and provide guidance to managers and staff on the process of returning to an office based work environment. The proposal to consider future plans being designed as frameworks providing guidance on outcomes or consequence management and embedding this practice will be considered at the next Operations Functional Management Team meeting on 09/02/2022. This action remains green and on track.</b> | 90% | Green | Completed Operational Strategy Framework document.<br><br>SPCC work packages |

|  |               |  |  |               |            |                    |  |             |               |              |   |
|--|---------------|--|--|---------------|------------|--------------------|--|-------------|---------------|--------------|---|
| <p>C-19 has identified that some additional challenges have appeared in areas where the SFRS delivery areas are not aligned with the Local Authority or NHS health boards. These challenges need to be fully understood to ensure there is no negative impacts.</p>  | <p>3.3.4</p>  | <p>No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.</p>   | <p>Gordon Pryde</p>  | <p>Dec-21</p> | <p>TBC</p> | <p>In Progress</p> | <p>17 November 2021: The outcome from the questionnaire have been analysed. One to one interviews are being carried out between September and November with Focus groups planned for November. This action remains on-track and green.<br/><b>16 February 2022: All one to one interview and Focus Group activity has been completed. The final report is being written. The current structures align with Local Authority areas and there were no significant issues identified in the data collection phase. This action has moved from green to amber due to a slip in timescales.</b></p>  | <p>80%</p>  |               | <p>Amber</p> |   |
| <p>The SFRS should work with partners to seek how the CAR assets can be accessed and deployed and if a national, regional or more local alignment may maximise their usage.</p>  | <p>3.3.11</p> | <p>No additional actions necessary as being progressed via the HMFSI Command and Control: Aspects of IC System Action Plan.<br/><br/>5.2.5 Command and Control Action Plan: Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).</p> | <p>Report available via HMFSI Command and Control: Aspects of IC System Update Report</p>                          | <p>Sep-21</p> | <p>TBC</p> | <p>In Progress</p> | <p>17 November 2021: Further discussions have taken place with voluntary sector and options are being explored. The work has been put on hold due to the level of work being undertaken by all partners in regards to COP 26. The action remains amber due to the slip in timescales and revised due dates will be available at the next reporting period.<br/><b>16 February 2022: There has been difficulty in getting partners to commit to a date for a meeting due to conflicting work loads. Further meeting requests will be sent out . A revised completion date has been proposed. This action remains amber due to the slip in timescales.</b></p>   | <p>70%</p>  |               | <p>Amber</p> |   |
| <p>The SFRS should work with partners to identify interoperability issues and work together to remove potential barriers.</p>  | <p>3.3.13</p> | <p>No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.</p>   | <p>Gordon Pryde</p>  | <p>Dec-21</p> | <p>TBC</p> | <p>In Progress</p> | <p>17 November 2021: The outcomes from the questionnaire have been analysed with amendments being made the themes and subthemes. One-to-one interviews are being carried out between September and November 21 with focus groups planned for November. This action remains on track and is green.<br/><b>16 February 2022: All one to one interviews and Focus group activity has now been completed. The final report is being written. Areas of improvement have been identified and will be captured within the final report. This action has moved from green to amber due to a slip in timescales as a result of delays.</b></p>  | <p>80%</p>  |               | <p>Amber</p> |   |
| <p>The organisation has had to adapt to the quick changing operating environment that has emerged during the C-19 pandemic and recognises the need to be agile and prompt in its decision making. The benefits of streamlined bureaucracy and speed of decision making has been acknowledged at many levels. Commanders and managers are keen to maintain this agility, although are cognisant of the need to maintain proper accountability and scrutiny.</p> | <p>3.2.1</p>  | <p>Review, and revise as necessary, the Scheme of Delegations for the Scottish Fire and Rescue Service.</p>  | <p>Richard Whetton</p>   | <p>Mar-21</p> |            | <p>Complete</p>    | <p><b>11 August 21: The SFRS Scheme of Delegation has been updated as part of the annual board governance review. The updated Scheme with summary of changes was presented and approved by the SFRS Board in April 2021. This action is now complete.</b></p>  | <p>100%</p> | <p>Apr-21</p> | <p>✓</p>     | <p><a href="#">Board papers 29/04/21 - See Agenda item 12</a></p> |
|  | <p>3.2.1</p>  | <p>Directors to review internal business processes within their respective areas of responsibility and update as necessary.</p>  | <p>ACO John Dickie<br/>ACO Stuart Stevens<br/>ACO Paul Stewart<br/>Liz Barnes<br/>Mark McAteer<br/>Iain Morris</p> | <p>Jun-21</p> |            | <p>Complete</p>    | <p><b>11 August 11: This process is being managed via our Agile Working Framework. All recruitment processes are under review and policies will be reviewed to streamline and remove beaurocracy. A number of Directorates have also help workshops to explore relevant matters in relation to staff's work experiences during the pandemic. Workshops considered what worked and did not work in terms of support during the pandemic and the future wishes of staff as the Directorate and Service return to a more 'normal' mode of working . Strategic Planning, Performance and Communications held a Directorate workshop on June 22nd and over 80 team members took part. The findings will be reported at the SPPC Directorate Management Team meeting in August, following which plans will be drawn up in line with relevant corporate directions arising from the Agile Working Framework. Details of this will be reported to both SLT and SMB. This action is complete.</b></p> | <p>100%</p> | <p>Dec-20</p> | <p>✓</p>     | <p><a href="#">Agile Working Framework</a></p>                    |

|   |        |   |                     |        |          |  |      |        |   |  |
|---|--------|---|---------------------|--------|----------|--|------|--------|---|--|
| The SFRS should ensure a training needs analysis of all areas of training is undertaken, and that a plan is developed to ensure specialist skills like water rescue and rope rescue is in place to prevent long term risk to staff and communities.   | 3.2.10 | Develop a training needs analysis and associated recovery plan to prioritise training impacted by the COVID-19 pandemic.  | DACO Paul King      | Jun-21 | Complete | 11 August 21: The Training Needs Analysis request was issued on 7 December 2020 and returns were received by 15 January 21. An impact analysis focussing on specialist skills, Incident Command and driver training was completed by March 2021. This analysis included recovery proposals. These were agreed with Service Delivery business partners and have been incorporated into the 'People' work packages within the Recovery, Reset and Renew programme as presented to the Senior Management Board on 22 April 2021. This action is complete. | 100% | Apr-21 | ✓ | <a href="#">Training Needs Analysis</a> ,<br><a href="#">Incident Command Training Report</a> ,<br><a href="#">Driver Training Report</a> ,<br><a href="#">Specialist Rescue Training Report</a> ,<br><a href="#">Work Package 4.1 (Training)</a> .  |
| We are aware of a number of new innovative and creative ways of working including: Fire Safety enforcement visits being undertaken remotely; delivery of training and assessment within OC and at fire and rescue stations reducing the need for staff to travel and delays in getting staff competent; and some low and medium Community Safety activities (HFSV) are being delivered virtually. New ways of working should be thoroughly evaluated to maximise opportunities to deliver better service. | 3.2.14 | Evaluate the changes in approach to Prevention and Protection activities undertaken by SFRS during the COVID-19 pandemic, and take opportunities presented to improve delivery of services in this regard.  | DACO Alasdair Perry | Jun-21 | Complete | 11 August 21: The Prevention & Protection team has continually monitored the new processes implemented during the COVID period. Using a quantitative approach, they are able to confirm that staff are using the systems and information being shared. Further in-depth evaluation will be undertaken as part of the Routemap to Delivering Reset and Renew: Partnership Working work package and will report through this work stream. This action is complete.   | 100% | Jun-21 | ✓ | FSE – Remote Audit Procedure<br>CSE – Online HFSV Checker<br>CSE – Make the Call<br>CSE – HFSV Questionnaire   |
|   |        | Evaluate the changes in approach to training undertaken by SFRS during the COVID-19 pandemic, and take opportunities presented to make improvements in this regard.   | DACO Paul King      | Jun-21 | Complete | 11 August 21: A number of changes initially introduced to ensure training continuity through the pandemic have been evaluated and are now being taken forward to shape options for ongoing training delivery models. This action is complete.  | 100% | Jun-21 | ✓ | <ul style="list-style-type: none"> <li>- Wherever possible, technical input is remotely delivered via Teams to reduce the duration of physical attendance on Training courses,</li> <li>- Creation of "mobile friendly" e-learning modules,</li> <li>- Remote delivery and remote assessment of Incident Command Courses level 2 -4,</li> <li>- Local delivery of phased assessments,</li> <li>- Remote delivery of IOSH courses.</li> </ul> |
| Partners and the SFRS should ensure that plans are developed to re-instate joint training without delay, when circumstances permit.   | 3.3.5  | In conjunction with relevant partners, including the Scottish Multi-Agency Resilience Training and Exercise Unit, develop a recovery plan to prioritise joint partnership training impacted by the COVID-19 pandemic.   | DACO Paul King      | Jun-21 | Complete | 11 August 21: SFRS has continued to be represented at the Emergency Services Training Collaboration Group by both the Training and Operations Functions where the resumption of collaborative training opportunities forms part of the agenda. This action is complete.  | 100% | Jun-21 | ✓ | <ul style="list-style-type: none"> <li>- ESTCG Agenda,</li> <li>- Exercise Cervantes April 2021</li> <li>- Exercise Vepsish July 2021</li> <li>- Resumption of Joint On Scene Commander's (JOSIC) Course Late summer 2021</li> </ul>   |
| The SFRS should ensure there is clear decision making and authority to commit resources with those representing the Service.  | 3.2.2  | No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.<br><br>(This refers to the escalation for localised decision making that was predominantly covered in the Community Resilience Action Group (CRAG) process.) | Operations          | Jun-21 | Complete | 11 August 21: The Community Resilience Action Group (CRAG) process was set up in extraordinary times and the information and guidance ensured that decision making was pushed to point of need, in most cases this was Local Senior Officer level. On occasion requests for assistance of a more strategic level or those with service wide implications were referred up to CRAG or the Strategic Leadership Team for Gold sign off. SFRS deem this process to be suitable and sufficient. This action is complete.                                   | 100% | Jun-21 | ✓ | <ul style="list-style-type: none"> <li>CRAG Tracker/spreadsheet</li> <li>All CRAG documentation</li> <li>COTAG minutes.</li> </ul>   |

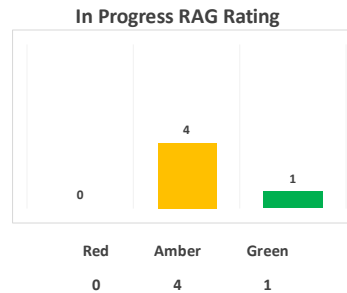
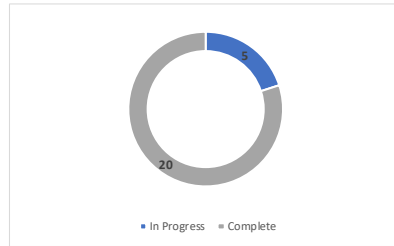


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|--|--------|---|------------|--------|----------|---|------|--------|---|--|
| <p>It was evident that the 'tripartite' agreements between the NFCC, Fire Brigades Union and Local Government Association were not utilised. Many staff had little awareness of the agreements, nor did we find evidence that the SFRS were influencing or was an active participant in those discussions. The NFCC were active in reporting the impact of C-19 on the fire sector, the areas reported on include; levels of demand, infection rates and absenteeism etc. The SFRS appear not to have been participative which may have assisted monitoring and anticipating the impact of C-19.</p> | 3.3.10 | <p>No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.</p> | Operations | Jun-21 | Complete | <p>11 August 21: Tripartite agreements were reviewed and considered whilst formulating SFRS C-19 plans and guidance for staff (e.g. introduction of staff supporting the Scottish Ambulance Service to drive ambulances). Active monitoring of the impact of C-19 was established and continues to be reported to Scottish Government. SFRS representation was provided at Scottish and UK National level groups where deemed necessary. SFRS took part in NFCC meetings during the Pandemic, however, the Devolved Administrations all reported to their respective Governments.</p> <p>Whilst it is recognised that mutual aid and assistance in England between Fire and Rescue Services (FRS) may have been required through the Pandemic due to infection rates, absenteeism and levels of demand it was unlikely to be the case for a National FRS such as SFRS. It is proposed that no further action is necessary due to differing Governance arrangements where SFRS report directly to Scottish Government on these matters. This approach was directed by the Strategic Leadership Team. As such, this action has been marked as complete.</p> | 100% | Aug-21 | ✓ |  |
|--|--------|---|------------|--------|----------|---|------|--------|---|--|

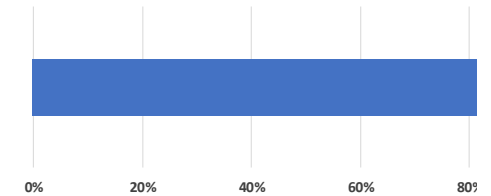
HMFSI Command and Control - Action Plan Progress

| Updated | Next Update |
|---------|-------------|
| Feb-22  | May-22      |

| Status      | Count |
|-------------|-------|
| In Progress | 5     |
| Complete    | 20    |



Overall Progress 93%



| Audit Recommendation  | Action Ref | Action Description  | Action Owner   | Due Date | Revised Due Date | Status      | Progress Update Commentary   | % Complete | Completion Date | RAG   | Evidence   |
|---|------------|---|----------------|----------|------------------|-------------|--|------------|-----------------|-------|--|
| The SFRS should review its resilience governance, including the SCAF document, in co-operation with wider resilience partners to enhance and promote, fully integrated partnership working.                                 | 5.2.4      | Carry out a review of the Scottish Coordination and Advisory Framework with wider partners to enhance and promote fully integrated partnership working. | Graeme Nicoll  | Jun-21   | Apr-22           | In Progress | 17 November 2021: The Scottish Coordination Advisory Framework document has been reviewed and a draft copy is sitting within the Operations Function. The work has been put on hold currently due to other work being undertaken with Civil Contingencies and the Operations Frontline Support Team e.g. COVID support, Co-Ordination of support for Scottish Ambulance Service, support to COP 26, Operation Moonbeam and concurrent events. The action remains amber due to the slip in timescales and revised due dates will be available at the next reporting period.<br><b>16 February 2022: Work has continued on progressing this action. The review will be concluded by April 2022. This action remains amber due to the slip in timescales.</b> | 80%        |                 | Amber |  |
| The SFRS should reinvigorate strategic focus on the CAR and implement a fully representative working group to progress issues that are disenfranchising partners.   | 5.2.5      | Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).  | Graeme Nicoll  | Jun-21   | Apr-22           | In Progress | 17 November 2021: Further discussions have taken place with the voluntary sector and options are being explored. The work has been put on hold due to the level of work being undertaken by all partners in regards to COP 26. The action remains amber due to the slip in timescales and revised due dates will be available at the next reporting period.<br><b>17 February 2022: There has been difficulty in getting partners to commit to a date for a meeting due to conflicting work loads. Further meeting requests will be sent out. A revised completion date has been proposed. This action remains amber due to the slip in timescales.</b>  | 70%        |                 | Amber |  |
| The phased implementation of the tac-ad role should be progressed by covering all identified specialisms, ensuring an equitable spread of advisors across all duty groups and representative of risk in geographical areas. | 5.2.6      | Develop and publish a Tac-ad policy for each capability.  | Stephen Nesbit | Mar-22   |                  | In Progress | 17 November 2021: National Fire Resilience (Scotland) is one of the Con Ops that are to be contained within the Operational Strategy that is due for publication in April 22. The action is on track and remains green.<br><b>16 February 2022: Tac Ad requirements for each NFRS Capability will be incorporated into each specific Capability Concept of Operations (Con Op) and included within the overarching NFRS Con Op. This action continues to be on track and remains green.</b>  | 80%        |                 | Green | <a href="#">National Fire Resilience (Scotland) AMLB paper, Defining NFRS Capabilities</a> |

|   |        |  |                                |  |        |                       |   |      |  |       |   |
|---|--------|--|--------------------------------|--|--------|-----------------------|---|------|--|-------|---|
| The SFRS should further develop a formal, bespoke course and training requirements for CSU operators. The layout, staffing and operation of these units should be consistent.   | 5.3.8  | Carry out CSU operator training across all 8 command units including provision of a CSU Guidance Note, LCM5 package and a Concept of Operations for all 8 CSUs as part of the CSU capability lead. | Gary McArthur / David Haggerty |  |        | Complete              | 17 November 2021: The National Fire Resilience (Scotland) Enhanced Logistical Support (ELS) Capability Concept of Operations has been completed. Work will now begin on converting information within the Command Support Unit (CSU) Guidance Note into a Standard Operating Procedure ELS. When complete work will commence to support an update of the Training For Operational Competence ELS package. Catch up training in relation to CSU Operator Training is approaching conclusion. This action has moved from green to amber due to the slight slip in timescales, however, it is expected that the action will be completed by the next reporting period.<br><b>16 February 2022: All the required training for all Command Support Unit personnel has been completed. The required training packages and Concept of Operations have been completed and are available via the organisational Learning Content Management System. This action has moved from</b> | 100% |  | Green | <a href="#">ELS Action/Decision Log</a> |
| Consideration should be given to OC staff supporting CSU staff, on location, at larger protracted incidents where availability or opportunity allows.   | 5.3.9  | Explore the possibility of Operations Control staff assisting at incidents with CSU.   | Libby Logan                    |  | Dec-21 | Sep-22<br>In Progress | 17 November 2021: A live play high rise exercise is due to take place in early December. A member of Operations Control will attend the incident ground to assist in communications from the Command Support Unit, this will allow an evaluation of this role to be carried out. This action remains amber due to the delays experienced.<br><b>16 February 2022: The live play exercise demonstrated the value of Operations Control (OC) personnel attending incidents. Further exercises will be planned to expand the knowledge gained into the other Service Delivery Area areas. Current staffing levels within the OCs is prohibitive of this being progressed without further structural change and this is being highlighted and considered at a strategic level.</b>  | 10%  |  | Amber |   |
| The SFRS should consider implementing a more formal process of FDO duty group meetings, to support all officers.  | 5.4.17 | Develop a guidance document for FDO command seminars.  | David Murdoch                  |  | Sep-21 | Dec-22<br>In Progress | 17 November 2021: Command Group seminars Have been run in relation to variety of subjects including High Rise, Marauding Terrorist Attack response, and COP26 C3 arrangements in the last quarter. One High Rise Command exercise has been held with others scheduled for December 21. The Training, Safety and Assurance Continuous Improvement Project is reviewing all aspects of officer development, including a flexible modular system that aligns both supervisory and middle manager training packages. This action has moved from green to amber due to the slip in timescales and approval for a revised due date has been requested.<br><b>16 February 2022: 2-Day High Rise exercise was organised and delivered on Dec 2021. This action remains amber as a result in the slip in timescales.</b>   | 85%  |  | Amber |   |
| The SFRS should review its incident command training and assessment criteria to develop and conclude its work in mapping across elements of the incident command assessment with the incident ground operational assurance process. | 5.5.18 | Map across Watch Manager 7 (WM7) and Emergency Fire Services Management 2 (EFSM2) marking criteria as part of the Operations Assurance Incident Reporting process.                                 | Kenny Barbour                  |  | Jun-21 | Jan-22<br>Complete    | 17 November 2021: Due to concurrences and capacity this document has recently embarked on the final consultation piece. It is expected that the go-live date for this process will be 1 January 2022. This action remains amber to reflect the slip in timescales and a revised due date has been proposed for January 22.<br><b>16 February 2022: This policy has been produced and went through the required stages of consultation. A communication strategy has been produced to support the launch of this policy and other supporting doctrine. This action has changed from amber to green and has been completed.</b>   | 100% |  | Green | Command Competence Review Procedure     |

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| The SFRS should pursue further opportunities for the collaboration of training with emergency service partners.   | 5.5.21 | Incorporate partner delivery on all ICL training courses and reciprocate this with partners.   | SMARTEU                   | Sep-21 | Mar-22 | Complete | 17 November 2021: Two multi-agency CBRN events completed.<br>- On going mutual assistance in ICL courses.<br>- Tri-service strategic leadership course planning still on-going.<br>- Tri-service loggist courses on going and a CPD event was undertaken and completed on 15 October 21<br>- Collaboration with SFRS for high rise exercise in December. This action has moved from green to amber due to a slip in timescales and a revised due date has been proposed for Mar-22.<br><b>16 February 2022: There is partner involvement in all SFRS ICL courses, both in design and delivery, and this is an going embedded process. SFRS, SMARTEU and partners have established and clear lines of communications to support this.</b>  | 100% |        | Green | SMARTEU course registers, evaluation forms, reviews, debriefs and email correspondence.   |
| The SFRS should, as part of the Incident Command Policy Review, reinvigorate fully inclusive governance structures for monitoring the practical application of the policy, to ensure stakeholder investment in the process.         | 5.1.1  | Review Incident Command Policy and Operational Guidance and engage with Training and SDA staff to create updated Policy through Focus Groups and Service Delivery Policy meetings. | Derek Heaton              | Jun-21 |        | Complete | <b>11 August 21: The National Operational Guidance for Control Incident Command is currently progressing through governance and SFRS Operations Control Personnel assisted in the creation of this publication. This action is now complete and has been marked green.</b>  | 100% | Mar-21 | ✓     | Incident Command Policy and Operational Guidance  |
| A strategic direction of travel for SOPs should be agreed and a programme of modernisation implemented, addressing the concerns of users and stakeholders such as HS&W, to ensure appropriate coverage of subjects and ease of use. | 5.1.2  | Carry out a review of Standard Operating procedures and provide Options Appraisal to the Strategic Leadership Team.  | Derek Heaton              | Jun-21 | Dec-23 | Complete | 11 August 21: The Document Conversion Project begun in February in 2021 to review all Standard Operating Procedures (SOP). To date, all SOPs relating to Incidents and Firefighting in buildings have been completed. Rail Transport systems is underway. The project completion date is 2023 and, as such, a revised due date is proposed. This action is progressing well and has a green RAG status.<br><b>17 November 2021: Following review and further clarification, it has been highlighted that this action has been completed. The review of Standard Operating Procedures and the production of an Options Appraisal for Strategic Leadership Team was completed to the original deadline. This work has lead to the creation and commencement of the Document Conversion Project. It is proposed that this action is subsequently marked as complete.</b> | 100% |        | ✓     | <a href="https://firescotland.sharepoint.com/sites/SDEL-DocumentSuite">https://firescotland.sharepoint.com/sites/SDEL-DocumentSuite</a> |
| Confidence in the use of the Operational Discretion Policy should continue to be promoted during incident command training and culturally through operational assurance and improved attitudes to its use.                          | 5.1.3  | Undertake a Thematic Audit on Operational Discretion (OD) and present results to the National Safety & Assurance Board.  | TSA Colin Ferguson        | Jun-21 |        | Complete | <b>11 August 21: The Thematic Audit on Operational Discretion was undertaken by the Operational Assurance Department in Quarter 3 of 2020/21. The Report and Recommendations were presented to the National Safety &amp; Assurance Board 7 January 2021. This action is complete and has a green RAG status.</b>  | 100% | Jul-21 | ✓     | Minutes from NSAB meeting on 07/01/21   |
| The SFRS should ensure that the scrutiny of the management of the Command and Control Futures project, involves consideration of contingency planning for systemic failures in current control systems.                             | 5.3.7  | Further develop, test and review the Operations Control Business Continuity Plan.  | Libby Logan/ Garry Mackay | Jun-21 |        | Complete | <b>11 August 21: The Senior Responsible Officer for the Command and Control Futures Programme has invoked a Contingency Planning Sub Group, chaired by the SFRS Head of Operations. Among the tasks set to this group has been the exploration of additional ICT and Infrastructure investment in order to improve the resilience of the existing Command and Control Mobilising System, whilst the Service awaits the arrival of the new system. In addition, the BAU Operations Control (OC) Managers have carried out exercises and regular testing of the existing Business Continuity Planning arrangements. OC's resilience is continually monitored and reviewed on a monthly basis. This action is now complete and has been marked green.</b>  | 100% | Jun-21 | ✓     | <a href="#">OC Business Continuity</a>  |

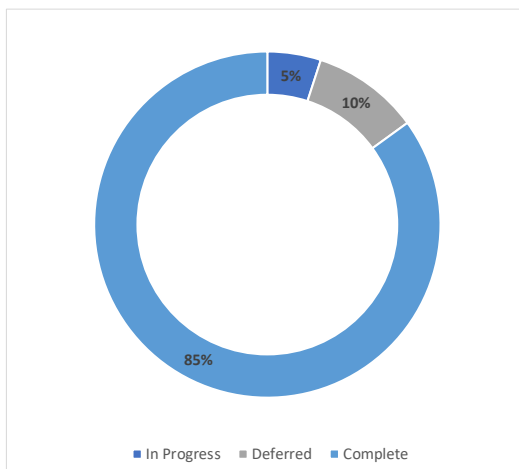
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| The UIG for the procurement of new digital fire ground radios should include Scotland wide collaboration with SD end users ensuring representation from urban, rural and remote rural station groups. Adequate provision of intrinsically safe sets should be incorporated into the project. | 5.3.10 | Involve representation from Service Delivery end users ensuring involvement from urban, rural and remote rural station groups during future User Intelligence Groups for the procurement of digital fire ground radios. | Stephen Brymer/Libby Logan | Dec-21 | Complete | 11 August 21: This now forms part of the Fireground Communications element of the SFRS Operational Strategy and will be developed within a Concept of Operations which will involve representation from all areas of frontline operational response. This action is complete.  | 100% | Aug-21 | ✓ |   |
| The SFRS should evaluate the understanding and ease of its use of the current call-sign format and if required devise, in consultation with end users, revised call-signs.   | 5.3.11 | Roll out National Call sign structure.  | Libby Logan                | Jun-21 | Complete | 11 August 21: The roll out of the national callsign structure has been completed. This action is now complete.   | 100% | Oct-20 | ✓ |   |
| A standardised SFRS incident command pack should be introduced as soon as possible along with a comprehensive training package in its use, with particular additional support provided to remote rural areas on its introduction.  | 5.3.12 | Produce and publish a standardised Incident Command Pack.   | Derek Heaton               | Jun-21 | Complete | 11 August 21: Standardised Incident Command Packs have been developed and issued to all stations and Flexi Duty Officers. This action is now complete.   | 100% | Apr-21 | ✓ | Incident Command Packs  |
| The SFRS should monitor compliance with the GIN Official Notebook, potentially through the station audit process, and take remedial action where deficiencies are found.   | 5.3.13 | OA will liaise with Operations Function to discuss the addition of a question in the Station Audit on Operational Assurance Recording and Reporting System (OARRS) relating to the review of official notebooks.        | Colin Ferguson             | Jun-21 | Complete | 11 August 21: Question added (OP8) onto the Station Audit Form on the Operational Assurance Recording and Reporting System. This action is now complete.   | 100% | Mar-21 | ✓ | <a href="#">Question OP8 can be viewed on the Station Audit recording template on OARRS within the 'Operations' Section of the audit.</a> |
| The SFRS should establish and promote a culture of carrying out incident ground operational assurance.   | 5.4.14 | Develop and publish a 'During Incident Operational Assurance' General Information Note.   | Colin Ferguson             | Jun-21 | Complete | 11 August 21: During Incident Operational Assurance General Information Note (GIN) was published in November 2020. The GIN defines the roles and responsibilities of Operational Assurance Officers. This action is now complete.  | 100% | Nov-20 | ✓ | <a href="#">Link to GIN on iHub</a>   |
| The SFRS should review its debriefing process to encourage the generation of shared learning from smaller incidents.   | 5.4.15 | Develop a 'Operational and Event Debriefing' General Information Note.  | Colin Ferguson             | Jun-21 | Complete | 11 August 21: The Operational & Event Debriefing GIN was published in February 2021. This action is now complete.  | 100% | Feb-21 | ✓ | <a href="#">Link to GIN on iHub</a>   |
| The SFRS should review its debriefing process to allow a more efficient method of significant findings informing future practice.  | 5.4.15 | Develop a 'Operational and Event Debriefing' General Information Note.  | Colin Ferguson             | Sep-21 | Complete | 11 August 21: The Operational & Event Debriefing GIN was published in February 2021. This action is now complete.  | 100% | Feb-21 | ✓ | <a href="#">Link to GIN on iHub</a>   |
| The SFRS should review its debriefing process to improve the storage and access of debrief documents.  | 5.4.15 | The SFRS should review its debriefing process to improve the storage and access of debrief documents.   | Colin Ferguson             | Sep-21 | Complete | 11 August 21: All debriefs are now submitted and stored electronically on the new Operational Assurance Recording and Reporting System (OARRS). Debriefs can be accessed by OARRS Admin Users (OA Department Staff) and shared as required. This action is now complete.   | 100% | Nov-20 | ✓ | <a href="#">OARRS System went live on 26/11/20. Link to OARRS here (submitted debriefs are only available to system admin users)</a>      |
| The SFRS should continue the good practice of FDO command seminars, but consider opening up access to Watch Commanders.  | 5.4.16 | Develop and continue to deliver FDO Command Seminars.   | David Murdoch              | Sep-21 | Complete | 11 August 21: Command Seminars continue to be developed within the confines of Covid restrictions. Focus on High Rise, COP26 planning and Marauding Terrorist Attacks are ongoing development areas.<br>17<br>November 2021: Command Group Seminars Have been run in relation to variety of subjects including High Rise, MTA response and COP26 C3 arrangements in the last quarter. One High rise Command exercise has been held with others scheduled for Dec 21. TSA continuous improvement project reviewing all aspects of Officer Development, including flexible modular system that aligns both supervisory and Middle manager training packages. | 100% |        | ✓ |   |

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| The SFRS should review its incident command training and assessment criteria to introduce a practical training aspect, incorporating problem solving and critical decision-making under pressure.                                       | 5.5.18 | Review all Incident Command Courses to ensure practical training aspects incorporating problem solving and critical decision-making under pressure, are fully embedded.                   | Kenny Barbour | Jun-21 | Complete | <b>11 August 2021: All incident command courses have been considered and involve problem solving and critical decision making under pressure. This is evidenced through PowerPoint presentations, assessment scenarios and marking criteria. This action is now complete.</b>   | 100% | Aug-21 | ✓ | ICL1 PowerPoint presentation decision making from slide 39 onwards.<br>ICL2/3/4 Decision making PowerPoint presentation.<br>ICL1/2/3/4 assessment sheets.<br>ICL1/2/3/4 Practical scenarios. |
| The SFRS should review its incident command training and assessment criteria to utilise a reflective journal template for ICs to provide evidence of incident command competence, with a view to extending re-accreditation timescales. | 5.5.18 | Ensure reflective journal element forms part of the procedure produced to allow assessment of Incident Command on the incident ground and a recording facility established within PDRPro. | Kenny Barbour | Sep-21 | Complete | <b>11 August 21: A Command Competence Review Procedure has been created following extensive work involving internal stakeholders from across multiple directorates. This procedure is now ready for formal consultation with PDR-Pro being used as a reflective journal and also to record the outcomes of each review. This action is progressing well and has a green RAG status.</b><br><b>17 November 2021: This work has been completed and an expected launch date of the 1 January 2022 to support the publication and go-live of the Operations Support Incident Reporting process is expected.</b> | 100% |        | ✓ | Command Competence Review Procedure  |
| The SFRS should train all its RDS and Volunteer Commanders to the level of ICL1 or develop an achievable alternative, incorporating practical training which safely meets training aims and requirements.                               | 5.5.19 | Develop modularisation of the current ICL1 acquisition course to provide a flexible delivery model to support all duty systems.   | Ritchie Hall  | Dec-21 | Complete | <b>11 August 21: ICL1 Modular course content now complete with initial pilot completed in Western Isles Orkney &amp; Shetland Local Senior Officer Area. Candidate feedback has been very positive. Further courses scheduled across other Service Delivery Areas to support evolving of product and assist COVID-19 training recovery plan for incident command. This action is now complete.</b>  | 100% | Dec-21 | ✓ | All course content within training standard on Learning Content Management System within the designated ICL1 initial incident command modular delivery section.                              |
| The SFRS should develop a process of quality assurance to assess the effectiveness of its training delivery.  | 5.5.20 | Develop an annual Quality Assurance Plan.   | Ritchie Hall  | Dec-21 | Complete | <b>11 August 21: Training already have a Quality Management System that assists with this action and has been supplemented by the production of an Annual Quality Assurance Plan. This action is complete.</b>  | 100% | Dec-21 | ✓ | Quality assurance planner  |

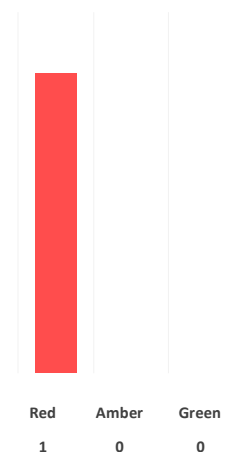
HMFSI Fire Safety Enforcement - Action Plan Progress

| Updated | Next Update |
|---------|-------------|
| Dec-21  | Mar-22      |

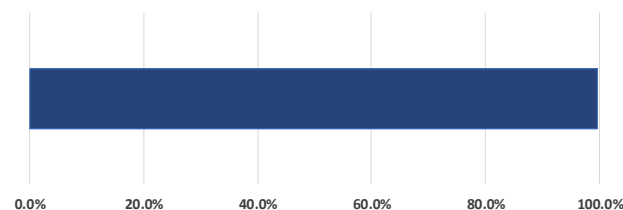
| Status       | Count |
|--------------|-------|
| Not Started  | 0     |
| In Progress  | 1     |
| Deferred     | 2     |
| Complete     | 17    |
| On Hold      | 0     |
| Transferred  | 0     |
| Cancelled    | 0     |
| Moved to BAU | 0     |
| Void         | 0     |



In Progress RAG Rating



Overall Progress 99.7%



| HMFI Recommendation  | Action Ref | Action Description  | Action Owner | Due Date | Revised Due Date | Status      | Progress Update Commentary  | % Complete | Completion Date | RAG | Evidence |
|--|------------|---|--------------|----------|------------------|-------------|---|------------|-----------------|-----|----------|
| 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   | Nov-21           | In Progress | 15 September 21: Following some feedback and discussion from the areas and Legal Services, there have been further revisions to the Enforcement Procedure and it is due to go out for a three week consultation to Local Senior Officer areas following concluding comments by Legal Services. This will be followed by a paper to the Functional Management Team (FMT) pending approval prior to its release. The expected release date of the Policy is the end of October. As such, a second revised due date has been requested to allow the consultation work to take place. This action remains red due to the slip from original timescales.<br>15 December 21: Consulation now complete with all LSO's and legal Services. FMT consulation complete and a meeting arranged to sign off Enforcement Procedure Monday 29th. This action remains red due to the slip from original timescales. | 95%        |                 | Red |          |



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| <p>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.</p> | 6.2 | <p>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</p> | GMC. Getty | Mar-20 |        | Deferred | <p>16 June 21: The National Fire Chief's Council (NFCC) has established a working group within the Protection Policy and Reform Unit dedicated to looking at Risk Based Information Programmes in line with the Community Risk Programme. SFRS have fed into this group through a recent survey, though no further information is yet available. In the meantime, we have amended Local Enforcement Delivery Plans to strengthen our approach. It is anticipated that a new timescale for delivery will be available at the next update report in September. It is proposed that this action remains deferred until timescales from the NFCC can be established.</p> <p>15 September 21: See update below at 9.1.</p> <p>It is proposed that this action is merged with Action 9.1 below as this Action is contained within the same workstream.</p>   |      |        |   | <p>Development work to progress this action is being carried out by the NFCC and, as such, the timescales are out with our control.</p> <p>This action remains Deferred and will be reviewed again by December 21 to establish new timescales for completion.</p>   |
| <p>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.</p>   | 9.1 | <p>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.</p>  | GMC. Getty | Mar-20 |        | Deferred | <p>16 June 21: The National Fire Chief's Council (NFCC) has established a working group within the Protection Policy and Reform Unit dedicated to looking at Risk Based Information Programmes in line with the Community Risk Programme. SFRS have fed into this group through a recent survey, though no further information is yet available. In the meantime, we have amended Local Enforcement Delivery Plans to strengthen our approach. It is anticipated that a new timescale for delivery will be available at the next update report in September. It is proposed that this action remains deferred until timescales from the NFCC can be established.</p> <p>15 September 21: The NFCC have indicated that RBIP work is still in its infancy and dependant upon a number of ongoing workstreams, namely development of the Community Risk Program, Definition of Risk Project and proof of concept model for dwellings/Prevention prior to determining its capability of use in Protection (non domestic) buildings that will support any audit program. Early indications look at a potential for a revised risk methodology later in 2022, though it is anticipated preliminary guidance will be agreed and published by the Protection and Business Safety Committee towards the end of this year concentrating on higher risk premises. This can be used as part of any alternative for an SFRS revised program. The Prevention &amp; Protection Function are due to receive a presentation on the abilities of Community Risk Index Model that may also feed into a bespoke program for auditing for SFRS Protection teams. This action remains deferred until NFCC work allows progression. This will be reviewed in December 2021.</p> |      |        |   | <p>Development work to progress this action is being carried out by the NFCC and, as such, the timescales are out with our control.</p> <p>This action remains Deferred and will be reviewed again by December 21 to establish new timescales for completion.</p> <p>It is recommended that this action should be merged with Action 6.2 above as it is contained within the same workstream.</p> |
| <p>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.</p>  | 1.1 | <p>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.</p>  | GMC. Getty | Sep-19 | Apr-21 | Complete | <p>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.</p> <p>16 June 21: The New Protection Framework for Scotland has been issued and published online to support transparency for Dutyholders and stakeholders. This supports the published Local Enforcement Delivery Plans created by Areas detailing their local delivery plans for the current year. This action is now complete and has gone from red to green.</p>  | 100% | Jun-21 | ✓ | <p><a href="https://ihub.firescotland.gov.uk/news/fse-protection-framework-for-scotland-7854/">https://ihub.firescotland.gov.uk/news/fse-protection-framework-for-scotland-7854/</a></p> <p><a href="https://www.firescotland.gov.uk/your-safety/for-businesses/fire-safety-audits.aspx">https://www.firescotland.gov.uk/your-safety/for-businesses/fire-safety-audits.aspx</a></p>               |

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| 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.  | GMC. Getty | Dec-19 | Dec-21 | Complete | 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.<br><b>16 June 21: A Memorandum of Understanding has been established and signed with Glasgow City Council regarding SFRS regulators in sports grounds. This work has established a template for all Local Senior Officer areas to liaise with their respective Local Authorities to agree a common approach in line with SFRS regulatory activities. COSLA have been approached to promote this as best practice and develop LA inspecting officers in their role. This does not affect attendance by SFRS at events for operational purposes.</b><br><b>As a policy has now been set by the function and agreed through the FMT and Legal Services, the roll out of this will be undertaken by Local Senior Officers with responsibility for regulated sports grounds in their area. Not all areas will</b> | 100% | Jun-21 | ✓ | MoU between SFRS and Glasgow City Council with respect to Fire Safety Matters at Designated Sports Grounds and Regulated Stands within the City of Glasgow  |
| 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.   | GMC. 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.  |
| 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.  | GMC. Getty | Oct-19 |        | Complete |   | 100% | Jan-21 | ✓ | <a href="#">Local Enforcement Delivery Plan Template</a><br><a href="#">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.</a> |
| 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. | GMC. 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.  |

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| 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 HMFSL report.  | 4.2 | FSE Directorate team to support local areas in production of further templates and give guidance where required  | GMC. 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. | GMC. 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.  | GMC. 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).                  | GMC. Getty | Mar-20 | Complete |   | 100% | Jun-20<br>✓ | PPED 2 system (Access restricted to users only)<br><br>SFRS Gazetteer<br><br>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.   | GMC. 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.<br><br><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<br>✓ | Statistical performance reporting by PDS due to be released for 2020. (Email from PDS confirming the action has been resolved)<br><br>LEDP Template and completed delivery plans.<br><br>Release of PPED2 system in April 2019. |

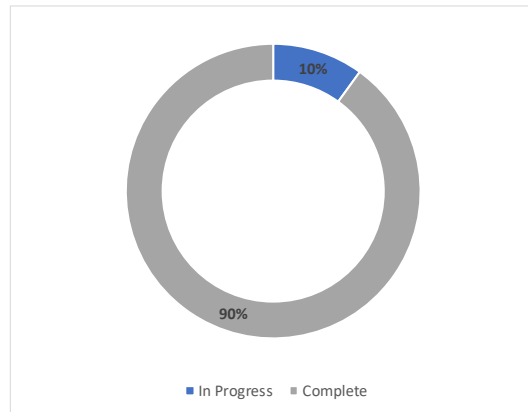
|  |      |  |             |        |          |  |      |  |   |  |
|--|------|--|-------------|--------|----------|--|------|--|---|--|
| 7. There is a substantial amount of enforcement effort made in respect of premises which have relatively adequate fire safety measures and/or have low levels of 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.   |

|  |      |   |            |  |        |          |  |      |  |   |  |
|--|------|---|------------|--|--------|----------|--|------|--|---|--|
| <p>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.</p> | 16.1 | <p>Develop further relationships with the Procurator Fiscal and support areas in reporting those who have breached the legislation following consideration of the ScoP.</p> | GMC. Getty |  | Mar-19 | Complete |  | 100% |  | ✓ | <p>Directorate personnel are engaged with the Procurator Fiscal (PF). Enhanced access to the reporting site of the PF established.</p> |
|--|------|---|------------|--|--------|----------|--|------|--|---|--|

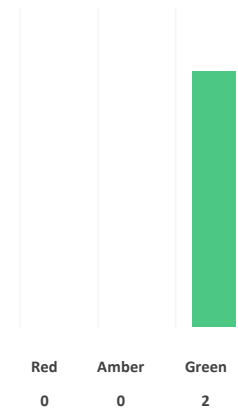
HMFSI National Recommendations from Local Area Inspection Report - Action Plan Progress

| Updated | Next Update |
|---------|-------------|
| Dec-21  | Mar-22      |

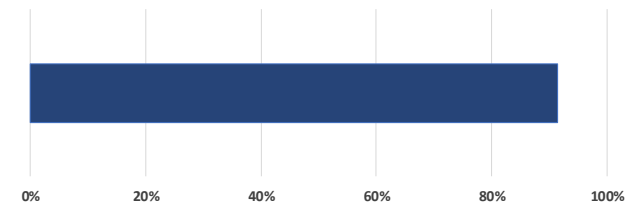
| Status      | Count |
|-------------|-------|
| Not Started | 0     |
| In Progress | 1     |
| Deferred    | 0     |
| Complete    | 9     |
| Transferred | 0     |
| Cancelled   | 0     |
| Move to BAU | 0     |
| Void        | 0     |



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 |
|---|------------|---|--------------------|----------|------------------|-------------|---|------------|-----------------|-------|----------|
| The SFRS should complete its plans to procure a replacement digital radio capability as soon as practical. (Midlothian LAI)   | M1         | The replacement of incident ground radio equipment is contained within the Digital Board approved workplan for 2021/22, early market engagement has commenced. This will be an extensive cross directorate project.             | ICT<br>Greg Aitken | Mar-22   |                  | In Progress | 15 September 21: A proof of concept (POC) on Digital Fireground Radios is currently taking place within the East SDA with positive results to date. Once this POC has been completed the next steps will be to review this proof of concept and compile a rollout plan which, due to the quantity and costs involved, is likely to be spread across a number of years.<br><b>15 December 21: ICT working with GC Andy Buchan to develop a Business Case for presentation to AMLB for consideration. This action remains green and is progressing as planned.</b>  | 15%        |                 | Green |          |
| The SFRS should assess the availability of USAR Technician and Instructors courses and address any deficiency in order to ensure the maintenance of USAR personnel competency. (Midlothian LAI) | M4         | This recommendation is contained within the Continuous Improvement Programme within the training function. Dalkeith personnel have been allocated instructor programmes and will be supported by a dedicated East USAR trainer. | AC Richie Hall     | Nov-21   |                  | Complete    | 15 September 21: Additional USAR Instructors are currently being transferred into the Training Function from Service Delivery. The full structure of the National USAR training team detailed within the Training Continuous Improvement Plan should be in place by November 2021. One of these instructors will be dedicated to the East Service Delivery Area.<br><b>15 December 21: Additional USAR Instructors are now in post taking the USAR Instructor structure to that detailed in the Training Continuous Improvement Plan. These posts are funded for two years. The Training function are currently reviewing the number of instructors and structure required to deliver Specialist Rescue Training.</b> | 100%       |                 | Green |          |

|  |       |   |                     |        |        |          |  |      |        |   |   |
|--|-------|---|---------------------|--------|--------|----------|--|------|--------|---|---|
| The LSO should create a succession plan for replacing fire safety enforcement staff.<br>(Dumfries and Galloway LAI)  | DG 1  | Create a succession plan for replacing fire safety enforcement staff.   | Group Commander P&P | Jun-20 | Jun-21 | Complete |  | 100% | Jun-21 | ✓ | Fire Safety Modules will soon be available to local Crew Commanders to ensure fire safety enforcement succession is in place. The procurement process is complete and it is anticipated that the training will be delivered in 2021. As succession planning has been identified and training has been procured, it is proposed that this action is marked as complete. As such, it has moved from red to green. |
| 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.<br>(Edinburgh LAI)   | E 5   | Liaise with H&S re the MORR Policy section.   | AC Rogers           | Dec-20 | Apr-21 | Complete |  | 100% | Jun-21 | ✓ | Email from AC Rogers to Derrick Watson and Julie Harkins dated 3/8/20.<br><br>A paper regarding this issue was submitted to the Driver Safety Group and the decision of the Group is that the current speed limits within the Driver Safety Handbook remain in place. As such, this action is complete and has moved from amber to green.   |
| 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.<br>(Edinburgh LAI) | 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 |  | 100% | Mar-21 | ✓ | <a href="#">Section 20.2.5 of the revised BAPOG issued for familiarisation on 3/3/21 includes amendments.</a>   |
| 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.<br>(Edinburgh LAI)  | E 4   | Contact R&R to raise specific issue re the OI database  | GC McDermott        | Aug-20 |        | Complete |  | 100% | Sep-21 | ✓ | Email from AC Sharp dated 9/6/20<br><br>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   |
| 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.<br>(Edinburgh LAI)   | 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 |  | 100% | 21-Mar | ✓ | Email Trail<br><br>This action is now complete. City of Edinburgh fully implementing this discretion with no further issues raised at Station level.  |



|   |       |  |                |        |  |          |  |      |        |   |   |
|---|-------|--|----------------|--------|--|----------|--|------|--------|---|---|
| <p>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.<br/>(Edinburgh LAI)</p>  | E 9.2 | <p>Liaise with R&amp;R re the provision of a dedicated Line Rescue vehicle for Tollcross Station.</p>  | AC Rogers      | Aug-20 |  | Complete |  | 100% | Sep-21 | ✓ | <p>Email From AC Sharp R&amp;R, dated 9/6/20 with spreadsheet detailing response.</p> <p>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.</p>   |
| <p>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.<br/>(Edinburgh LAI)</p> | E 10  | <p>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.</p>   | AC Rogers      | Dec-20 |  | Complete |  | 100% | Dec-21 | ✓ | <p>Email trail from GC McCurry dated 24 August 2020.</p> <p>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.</p> |
| <p>The SFRS should progress the planned procurement of additional driver training capacity in order to deliver an increase in driver training provision to help resolve the shortage of drivers.<br/>(Midlothian LAI)</p>   | M5    | <p>This recommendation is contained within the Continuous Improvement Programme within the training function. Additional driving instructors have been deployed in the East SDA and with DVLA COVID restrictions relaxing the driver training recovery programme underway.</p> | AC Richie Hall | Sep-21 |  | Complete | <p><b>15 September 21: Four additional Driving Instructors have been employed as part of the recommendations within the Training Continuous Improvement plan. This action is now complete.</b></p> | 100% | Sep-21 | ✓ |   |

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Directorate



Report No: C/SDC/04-22

Agenda Item: 8.3

|                        |  |  |                          |                          |                          |                          |                          |                          |
|------------------------|--|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to:             | SERVICE DELIVERY COMMITTEE   |  |                          |                          |                          |                          |                          |                          |
| Meeting Date:          | 23 FEBRUARY 2022   |  |                          |                          |                          |                          |                          |                          |
| Report Title:          | UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED UFAS RESPONSE OPTION   |  |                          |                          |                          |                          |                          |                          |
| Report Classification: | For Information  | <b>Board/Committee Meetings ONLY</b><br>For Reports to be held in Private<br>Specify rationale below referring to<br><u><a href="#">Board Standing Order 9</a></u> |                          |                          |                          |                          |                          |                          |
|                        |  | <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                    | To provide the Service Delivery Committee (SDC) with an update on the reviewed “preparing for implementation” work plan including; <ul style="list-style-type: none"> <li>• 6 Workstreams;</li> <li>• Key milestones, and</li> <li>• Deadline dates</li> </ul> |  |                          |                          |                          |                          |                          |                          |
| <b>2</b>               | <b>Background</b>  |  |                          |                          |                          |                          |                          |                          |
| 2.1                    | The preferred UFAS response model was agreed by the SFRS Board on 16 December 2021.  |  |                          |                          |                          |                          |                          |                          |
| 2.2                    | At this meeting the Board were provided with an overview of the work planned to implement the preferred option and asked that the SDC have sight of a more detailed version of the work plan.  |  |                          |                          |                          |                          |                          |                          |
| 2.3                    | To reflect the Board decision the Preparing for Implementation Working Group have reviewed and further developed the draft plan which will be presented to Service Delivery Committee on 23 February 2022.   |  |                          |                          |                          |                          |                          |                          |
| <b>3</b>               | <b>Main Report/Detail</b>  |  |                          |                          |                          |                          |                          |                          |
| 3.1                    | Work Plan – Appendix A   |  |                          |                          |                          |                          |                          |                          |
| <b>4</b>               | <b>Recommendation</b>  |  |                          |                          |                          |                          |                          |                          |
| 4.1                    | It is recommended that the Service Delivery Committee note the content of the work plan.   |  |                          |                          |                          |                          |                          |                          |
| <b>5</b>               | <b>Key Strategic Implications</b>  |  |                          |                          |                          |                          |                          |                          |
| 5.1                    | <b>Financial</b>   |  |                          |                          |                          |                          |                          |                          |
| 5.1.1                  | Resource implications required to deliver the work plan will be discussed by the Preparing for Implementation Working Group and reported/requested through appropriate meeting structures.   |  |                          |                          |                          |                          |                          |                          |
| 5.1.2                  | The savings achieved through delivery of the new response model will be included within forward reporting measures.  |  |                          |                          |                          |                          |                          |                          |

|        |   |
|--------|---|
| 5.2    | <b>Financial</b>  |
| 5.2.1  | Resource implications required to deliver the work plan will be discussed by the Preparing for Implementation Working Group and reported/requested through appropriate meeting structures.  |
| 5.2.2  | The savings achieved through delivery of the new response model will be included within forward reporting measures.   |
| 5.3    | <b>Environmental &amp; Sustainability</b>   |
| 5.3.1  | The environmental benefits achieved, compared against the intended benefits, will be included within forward reporting measures.  |
| 5.4    | <b>Workforce</b>  |
| 5.4.1  | The additional hours of productivity achieved, compared against the intended benefits, will be included within forward reporting measures.  |
| 5.5    | <b>Health &amp; Safety</b>  |
| 5.5.1  | The number of vehicle accidents and personal injuries experienced through response to AFA activations   |
| 5.6    | <b>Training</b>   |
| 5.6.1  | The new response model will be a significant change from the existing way in which we mobilise and respond to AFA activations. Training of personnel, particularly OC personnel, will be a significant workstream within the work plan.                   |
| 5.6.2  | The communications and engagement plan will supplement and support the new response arrangements and training of personnel.   |
| 5.7    | <b>Timing</b>   |
| 5.7.1  | Work to deliver against the milestones has already commenced with all intended to be completed in advance of the implementation date of 1 April 2023.   |
| 5.8    | <b>Performance</b>  |
| 5.8.1  | Appropriate performance measures will be developed and agreed through an appropriate workstream of the work plan.   |
| 5.9    | <b>Communications &amp; Engagement</b>  |
| 5.9.1  | A comprehensive communications and engagement plan, both internal and external, will be developed to support staff and duty holders in understanding the implications of the new response models and their responsibilities to manage the pending change. |
| 5.10   | <b>Legal</b>  |
| 5.10.1 | N/A   |
| 5.11   | <b>Information Governance</b>   |
| 5.11.1 | <i>DPIA completed <del>Yes</del>/No. If not applicable state reasons.</i><br>A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.   |
| 5.12   | <b>Equalities</b>   |
| 5.12.1 | <i>EIA completed <del>Yes</del>/No. If not applicable state reasons.</i>  |
| 5.12.2 | A comprehensive EIA, assessing the impact of changes to SFRS response to AFA activations, was completed as part of the consultation process.  |

|  |   |  |
|--|---|--|
| 5.13   | <b>Service Delivery</b>   |  |
| 5.13.1   | Implementation of the preferred response model will be a significant change in how SFRS responds to AFA activations but will deliver outcomes that benefit Service Delivery.    |  |
| 5.13.2   | The benefits that were consistently communicated through the consultation process will provide the foundation of performance measures to assess the benefits actually realised. |  |
| <b>6</b>   | <b>Core Brief</b>   |  |
| 6.1  | Not applicable  |  |
| <b>7</b>   | <b>Appendices/Further Reading</b>   |  |
| 7.1  | Appendix A – Preparing for Implementation Work Plan   |  |
| <b>Prepared by:</b>  | Scott Symon, Group Commander  |  |
| <b>Sponsored by:</b>   | Ali Perry, Deputy Assistant Chief Officer   |  |
| <b>Presented by:</b>   | Stuart Stevens, Assistant Chief Officer, Director of Service Delivery   |  |
| <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>UFAS Review Project Board</i>   | <i>13 January 2022</i>  | <i>For scrutiny</i>                    |
| <i>Service Delivery Directorate MT</i>   | <i>26 January 2022</i>  | <i>For information</i>                 |
| <i>Service Delivery Committee</i>  | <i>23 February 2022</i>   | <i>For Information</i>                 |

## Work Plan - Preparing for Implementation of New AFA Response Model

APPENDIX A

|       |   |
|-------|---|
| GREEN | GREEN - Action on target. Milestones progressing as expected.   |
| AMBER | AMBER - Some slippage on milestones but still likely to complete overall action by target end date.     |
| RED   | RED - Action unlikely to be completed in reporting year and/or significant risk in delivery identified. |

| 1 | End Date | Action  | Due Date | Milestone  | RAG | % Complete | Milestone Summary   |
|---|----------|---|----------|--|-----|------------|---|
|   | Mar-23   | Review and revise UFAS policy, in light of changes to AFA response model and recommendations from UFAS Stocktake Review   | Oct-21   | <b>Needs Analysis</b><br>- Identify all issues that have triggered the review and need to revise the policy<br>- Are aims of the policy still relevant?<br>- Outcome of NA determines to what extent policy needs changed/amended                |     | 100%       | Following an assessment of the points triggering a review of the UFAS Policy and Supporting Framework, the review sub-group conclude that extensive changes are required to future proof the services approach to AFA false alarm management. Given, the extent and scope of changes required, the sub-group recommend a phased approach to reviewing, revising and implementing changes to the policy and any supporting framework over the next 18-20 months. Agreed by working group and to be taken to project board for discussion (RD 03/11/21) |
|   |          |   | Jan-22   | <b>Research</b><br>- Literature review<br>- Data Analysis<br>- Best practice<br>- Views of relevant staff & stakeholders e.g UFAS Champions<br>- Develop a concept of operations   |     | 100%       | Review of existing SFRS policies alongside research of policies of services already delivering a reduced response. Policy review sub-group developed a concept of operations as a framework for the development of a new SFRS policy. Concept of operations was agreed by UFAS review board in December 2021.   |
|   |          |   | Dec-22   | <b>Drafting of Policy</b><br>- Identify key staff and stakeholders<br>- Use Concept of Operations to isolate sections of policy and identify relevant personnel to assist in drafting of these sections<br>- consider piloting as draft develops |     |            |   |
|   |          |   | Jan-23   | <b>Consultation</b><br>- Potential Engagement with Key staff & Stakeholders<br>- SFRS Formal Consultation process (28 days)  |     |            |   |
|   |          |   | Feb-23   | <b>Approval</b><br>- Submitted to relevant SFRS Executive Group(s) for approval  |     |            |   |
|   |          |   | Mar-23   | <b>Implementation &amp; Communication</b><br>- Set Date for Implementation<br>- Ensure effective communications prior to and following implementation  |     |            |   |
| 2 | End Date | Action  | Due Date | Milestone  | RAG | % Complete | Milestone Summary   |
|   | Mar-22   | Develop and implement monitoring arrangements that are capable of measuring the impact of new AFA response model against intended benefits and perceived risks. | Mar-22   | Agree measures for monitoring impact against intended benefits of new AFA response model.  |     | 50%        | A draft set of performance measures, including identifying key sources and people, have been developed for discussion at PIWG   |
|   |          |   | Oct-22   | Identify data sources to support agreed measures e.g. Power BI, Systel, Other  |     |            |   |
|   |          |   | Dec-22   | Develop processes for collecting and analysing data, and periodic reporting against measures.  |     |            |   |
| 3 | End Date | Action  | Due Date | Milestone  | RAG | % Complete | Milestone Summary   |
|   | Apr-23   | Develop a communications and engagement plan focusing on "preparing for implementation"   | Feb-22   | In support of guiding the communication and engagement plan, review the project stakeholder mapping  |     | 30%        | The original stakeholders list (all Scotland) has been reviewed and circulated to all LSO's for further review at local level. A deadline date of 11 February to review the list has been set and articulated.  |
|   |          |   | Mar-22   | Develop comprehensive internal and external communications and engagement plan based on findings of above.   |     |            |   |
|   |          |   | Mar-22   | Produce datasets to support LSO areas manage the released capacity across their RVDS stations in response to retention concerns raised during consultation.  |     |            |   |
|   |          |   | Mar-23   | Complete communications and engagement process by conducting a lessons learned exercise.   |     |            |   |
| 4 | End Date | Action  | Due Date | Milestone  | RAG | % Complete | Milestone Summary   |
|   | Mar-23   | Undertake a programme of training and awareness, that will prepare affected staff for any change  | Apr-22   | Conduct a trg needs analysis based on changes to AFA response model, revisions to UFAS Policy and feedback from staff during the consultation.   |     |            |   |
|   |          |   | Jul-22   | Develop a training programme, prioritising staff most affected and targeting areas of training that are key to go live of new AFA response model.  |     |            |   |
|   |          |   | Mar-23   | Complete training programme  |     |            |   |

| 5 | End Date | Action  | Due Date | Milestone  | RAG | % Complete | Milestone Summary  |
|---|----------|---|----------|--|-----|------------|--|
|   | Mar-23   | <b>Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements</b>                           | TBD      | Liaise with the CCMS project team, to discuss requirements and agree scheduling for completing this piece of work.                         |     |            | <b>Both milestones are dependent upon the introduction of the new mobilising system, Systel. Dates will be updated as the system becomes available and accurate timescales can be established.</b> |
|   |          |   | TBD      | Complete configuration work and undertake testing  |     |            |  |
| 6 | End Date | Action  | Due Date | Milestone  | RAG | % Complete | Milestone Summary  |
|   | Mar-23   | <b>Work with Alarm Receiving Centres (ARCs) to establish new operating agreements based on the expectations of the new response model</b> | Apr-22   | Confirm accuracy and relevance of existing ARC list and establish points of contact with all.  |     |            |  |
|   |          |   | Apr-22   | Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations. |     |            |  |
|   |          |   | Oct-22   | Deliver sector-specific engagement session(s) to educate and inform ARC procedures.  |     |            |  |
|   |          |   | Dec-22   | Prepare and sign off revised agreements  |     |            |  |

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/05-22

Agenda Item: 9.1

|                        |   |  |                          |                          |                          |                          |                          |
|------------------------|---|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Report to:             | SERVICE DELIVERY COMMITTEE  |  |                          |                          |                          |                          |                          |
| Meeting Date:          | 23 FEBRUARY 2022  |  |                          |                          |                          |                          |                          |
| Report Title:          | SFRS OPERATIONAL CLINICAL GOVERNANCE FRAMEWORK - UPDATE   |  |                          |                          |                          |                          |                          |
| Report Classification: | For Information   | <b>Board/Committee Meetings ONLY</b><br>For Reports to be held in Private<br>Specify rationale below referring to<br><u><a href="#">Board Standing Order 9</a></u> |                          |                          |                          |                          |                          |
|                        |   | <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 paper is to provide an update on the progress being made to implement arrangements to deliver the Scottish Fire and Rescue Service (SFRS) Operational Clinical Governance Framework.  |  |                          |                          |                          |                          |                          |
| <b>2</b>               | <b>Background</b>   |  |                          |                          |                          |                          |                          |
| 2.1                    | The Training, Safety and Assurance Directorate (TSA) have agreed arrangements and are working in partnership with the Scottish Ambulance Service (SAS) to develop the SFRS Operational Clinical Governance Framework.   |  |                          |                          |                          |                          |                          |
| <b>3</b>               | <b>Main Report/Detail</b>   |  |                          |                          |                          |                          |                          |
| 3.1                    | The Memorandum of Understanding (MOU) for the SFRS Operational Clinical Governance Framework has been agreed between the legal teams of both services and has been approved through the internal governance arrangements of the SFRS and SAS.   |  |                          |                          |                          |                          |                          |
| 3.2                    | The MOU will be signed by the SFRS Chief Officer and the SAS Chief Executive in February 2022.  |  |                          |                          |                          |                          |                          |
| 3.3                    | The SAS have appointed a Clinical Governance Manager and Advanced Paramedic to work alongside the SFRS to develop and deliver the SFRS Framework.   |  |                          |                          |                          |                          |                          |
| 3.4                    | The SFRS Training and Operations functions have recently agreed to share the responsibility for delivering the SFRS Operational Clinical Governance Framework as the forthcoming recommendations will span the remit of both functions.   |  |                          |                          |                          |                          |                          |
| 3.5                    | The required Meeting and Governance arrangements are in place. The SFRS Operational Clinical Governance Technical Working Group (TWG) has responsibility for assessing, prioritising and implementing any recommendations put forward by the SAS relating to Casualty Care Training, Procedures or Equipment. |  |                          |                          |                          |                          |                          |
| 3.6                    | The SAS will also present to the TWG any changes in clinical practice which may impact on the SFRS. The TWG will also discuss any incidents of note relating to casualty care put forward by SFRS Operational Assurance.  |  |                          |                          |                          |                          |                          |



|          |   |
|----------|---|
| 3.7      | <p>The membership of the TWG is as follows:</p> <ul style="list-style-type: none"> <li>• Area Commander Training</li> <li>• Area Commander Operations</li> <li>• SAS Clinical Governance Manager</li> <li>• SAS Advanced Paramedic</li> <li>• Group Commander Training (Casualty Care Lead)</li> <li>• Deputy Head Safety and Assurance</li> <li>• Group Commander Operational Assurance</li> <li>• Representative from the SFRS Casualty Care Practitioners Group</li> <li>• Rep Bodies</li> <li>• Subject Matter Experts (Where Required) Water Rescue, Rope Rescue etc.</li> </ul> |
| 3.8      | The Inaugural meeting of the TWG will be held on 21 February 2022.  |
| 3.9      | The TWG will report to the SFRS Operational Clinical Governance Committee (an Extension of the SFRS Senior Management Board (SMB) with SAS attendance) providing updates on progress and looking for approval for any significant changes to current SFRS casualty care arrangements.   |
| 3.10     | The SFRS Training and Operations management teams are now looking to embed these arrangements and progress the SFRS Operational Clinical Governance Framework as business as usual.   |
| <b>4</b> | <b>Recommendation</b>   |
| 4.1      | The Service Delivery Committee are asked to note the arrangements that have been put in place to deliver the SFRS Operational Clinical Governance Framework and the shift towards embedding these arrangements as business as usual.  |
| <b>5</b> | <b>Key Strategic Implications</b>   |
| 5.1      | <b>Risk</b>   |
| 5.1.1    | A Generic Risk Assessment is in place for SFRS casualty care arrangements.  |
| 5.2      | <b>Financial</b>  |
| 5.2.1    | The financial costs related to the development and implementation of the SFRS Operational Clinical Governance Framework is within the agreed budget set aside by the TSA directorate.   |
| 5.3      | <b>Environmental &amp; Sustainability</b>   |
| 5.3.1    | Not applicable  |
| 5.4      | <b>Workforce</b>  |
| 5.4.1    | The SFRS Operational Clinical Governance Framework will ensure that SFRS frontline crews are trained and equipped to deliver initial casualty care within the scope of their daily duties.  |
| 5.5      | <b>Health &amp; Safety</b>  |
| 5.5.1    | A Generic Risk Assessment is in place for SFRS casualty care arrangements.  |
| 5.6      | <b>Training</b>   |
| 5.6.1    | Training is one of the main focal points of the SFRS Operational Clinical Governance Framework. The SAS have completed an initial assessment of the current SFRS casualty care training.  |

|   |  |  |
|---|--|--|
| 5.7<br>5.7.1  | <b>Timing</b><br>To be confirmed.  |  |
| 5.8<br>5.8.1  | <b>Performance</b><br>To be confirmed.   |  |
| 5.9<br>5.9.1  | <b>Communications &amp; Engagement</b><br>To be confirmed.   |  |
| 5.10<br>5.10.1  | <b>Legal</b><br>The SFRS legal team, in collaboration with the SAS legal team have written the MOU detailing the SFRS Operational Clinical Governance Framework arrangements.  |  |
| 5.11<br>5.11.1  | <b>Information Governance</b><br><i>DPIA completed Yes.</i>  |  |
| 5.12<br>5.12.1  | <b>Equalities</b><br><i>EIA completed Yes.</i>   |  |
| 5.13<br>5.13.1  | <b>Service Delivery</b><br>It is anticipated that the provision of the SFRS Operational Clinical Governance Framework will see improved standards in casualty care delivered by firefighters in the community. The impact of the SFRS Operational Clinical Governance Framework on service delivery will mainly be related to any recommended changes to our current training delivery model and the introduction of any new medical equipment that may be required. |  |
| <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>   | Richie Hall, Area Commander  |  |
| <b>Sponsored by:</b>  | John Dickie, Assistant Chief Officer, Director of Training, Safety & Assurance   |  |
| <b>Presented by:</b>  | John Dickie, Assistant Chief Officer, Director of Training, Safety & Assurance   |  |
| <b>Links to Strategy and Corporate Values</b>   |  |  |
| <b>SFRS Strategic Plan 2019-22</b>  |  |  |
| <b>Outcome 2</b> Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.               |  |  |
| <b>Outcome 3</b> We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.        |  |  |
| <b>Outcome 4</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>Service Delivery Committee</i>   | <i>23 February 2022</i>  | <i>For Information</i>                 |

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/06-22

Agenda Item: 9.2

|                               |   |  |          |          |          |          |          |
|-------------------------------|---|--|----------|----------|----------|----------|----------|
| <b>Report to:</b>             | <b>SERVICE DELIVERY COMMITTEE</b>   |  |          |          |          |          |          |
| <b>Meeting Date:</b>          | <b>23 FEBRUARY 2022</b>   |  |          |          |          |          |          |
| <b>Report Title:</b>          | <b>GRENFELL TOWER FIRE – UPDATE REPORT 10</b>   |  |          |          |          |          |          |
| <b>Report Classification:</b> | <b>For Scrutiny</b>   | <b>Board/Committee Meetings ONLY<br/>For Reports to be held in Private<br/>Specify rationale below referring to<br/><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 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 Grenfell Tower Phase 1 report recommendations.         |  |          |          |          |          |          |
| 2.3                           | Phase 2 of the Grenfell Inquiry began on 20 January 2020, Table 1 below outlines the areas that will be covered in each of the modules. It is of note that Module 5 covers "Firefighting" the scope of this module will be to investigate the remaining matters concerning the London Fire Brigade's (LFB) response on 14 June 2017 that were not addressed in the Phase 1 report. Opening statements regarding Module 5 were heard on 20 September and as of October 2021 it is still ongoing. |  |          |          |          |          |          |
| 2.4                           | Table 1 below provides the Modules comprising Phase 2 of the Grenfell Inquiry   |  |          |          |          |          |          |
|                               |   | Description  |          |          |          |          |          |
|                               | Module 1  | THE PRIMARY REFURBISHMENT (OVERVIEW AND CLADDING)  |          |          |          |          |          |
|                               | Module 2  | CLADDING PRODUCTS – TESTING/CERTIFICATION, PRODUCT, MARKETING/PROMOTION  |          |          |          |          |          |
|                               | Module 3  | ACTIVE AND PASSIVE FIRE SAFETY MEASURES INTERNAL TO BUILDING, MANAGEMENT OF BUILDING, COMPLIANCE RRO 2005, FIRE RISK ASSESSMENT, INCLUDING COMPLAINTS AND COMMUNICATION WITH RESIDENTS |          |          |          |          |          |
|                               | Module 4  | AFTERMATH  |          |          |          |          |          |
|                               | Module 5  | FIREFIGHTING   |          |          |          |          |          |
|                               | Module 6  | GOVERNMENT   |          |          |          |          |          |

|          |  |                                   |
|----------|--|-----------------------------------|
|          | Module 7   | EXPERTS                           |
|          | Module 8   | EVIDENCE RELATING TO THE DECEASED |
| 2.5      | <p>The first meeting of the Scottish Government led Grenfell Inquiry Phase 2 Working Group, chaired by Stephen Garvin, Head of Scottish Government Building Standards Division, was held on 26 August 2021. The group includes representatives from Building Standards Division, Better Homes, Community Safety Scottish Government, More Homes, HMFSI and SFRS. The group will meet every 2 months and report to the Ministerial Working Group.</p>   |                                   |
| 2.6      | <p>The current remit of the SFRS High Rise Continual Improvement Group is to address the analysis and learning from this Phase as it progresses. As with Phase 1 this Working Group will monitor the inquiry and review all recommendations of the Phase 2 inquiry report to identify relevant learning for SFRS.</p>  |                                   |
| 2.7      | <p>The High Rise Continual Improvement Group is chaired by Prevention and Protection and consists of representatives from the Prevention and Protection, Operations, Area Based Service Delivery and Training functions. Each representative remains responsible for progressing work through their respective areas and providing progress updates.</p>   |                                   |
| <b>3</b> | <b>Main Report/Detail</b>  |                                   |
| 3.1      | <p>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.</p>   |                                   |
| 3.2      | <p>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.</p>  |                                   |
| 3.3      | <p>The 13 recommendations from the LFB GTIRT report and 31 from the Grenfell Tower Inquiry make up the 44 recommendations in the Grenfell Action Plan. This Grenfell Tower Fire - Update Report provides the SDDMT with an update on progress against this plan.</p>   |                                   |
| 3.4      | <p>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 function to progress and timescales for completion have been agreed by the working group members.</p> |                                   |
| 3.5      | <p>At the SDC meeting of the 24 November 2021 the proposal to close a further five LFB GTIRT report and three Grenfell Tower Inquiry report recommendations was approved.</p>  |                                   |
| 3.6      | <p>There are no outstanding LFB GTIRT recommendations and one outstanding Grenfell Tower Inquiry report recommendation – a total of one recommendation outstanding on the Grenfell Tower action plan.</p>  |                                   |
| 3.7      | <p><b><u>Action for closure</u></b><br/> 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 Grenfell Tower Inquiry report recommendations LFB 9, LFB11, GT17, GT18, GT 23, GT 24. and GT29 are now closed;</p>   |                                   |

**Recommendation: LFB 9.** The Brigade should consider to what extent recognition that a building is behaving unpredictably in fire is addressed in policy and training.

**Recommendation: LFB 11.** 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.

**Recommendation: GT 17.** That electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;

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

**Recommendation: 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)

**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;

### 3.8 Actions requiring timescale review

There is slippage in the timescale of completion for one Grenfell Tower Inquiry report recommendations GT21.

**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.

This has been delayed due to the Multi-Agency Test of Concept Exercise postponed until Feb 22.

### 3.9 Summary of progress

Table 2. below provides a summary of SFRS progress against the 13 LFB recommendations.

Table 2. LFB GTIRT recommendations;

| Status                  | Total |
|-------------------------|-------|
| Closed                  | 11    |
| Recommended for Closure | 2     |
| Date to be Revised      | 0     |
| Ongoing and On Track    | 0     |
|                         | 13    |

### 3.10

Table 3 below provides a summary of SFRS progress across the 31 Grenfell Tower the Inquiry’s Phase 1 report recommendations;

|                                    | Table 3. Grenfell Tower the Inquiry's Phase 1 report recommendations;  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
|------------------------------------|--|--------|-------|--------|----|-------------------------|---|--------------------|---|----------------------|---|------------------------------------|---|--|----|
|                                    | <table border="1"> <thead> <tr> <th>Status</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Closed</td> <td>24</td> </tr> <tr> <td>Recommended for Closure</td> <td>5</td> </tr> <tr> <td>Date to be Revised</td> <td>1</td> </tr> <tr> <td>Ongoing and On Track</td> <td>0</td> </tr> <tr> <td>Transferred to another action plan</td> <td>1</td> </tr> <tr> <td></td> <td>31</td> </tr> </tbody> </table>   | Status | Total | Closed | 24 | Recommended for Closure | 5 | Date to be Revised | 1 | Ongoing and On Track | 0 | Transferred to another action plan | 1 |  | 31 |
| Status                             | Total  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| Closed                             | 24   |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| Recommended for Closure            | 5  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| Date to be Revised                 | 1  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| Ongoing and On Track               | 0  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| Transferred to another action plan | 1  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
|                                    | 31   |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 3.11                               | <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> |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 3.12                               | <p>In the Grenfell Tower Fire Update Report 7 presented to the Service Delivery Committee on the 26 May 2021 the Committee were advised of Her Majesty's Fire Service Inspectorates (HMFSI) intention to conduct an inspection examining the SFRS arrangements for firefighting in high rise buildings and report during 2021/22. The inspection will include consideration of how the SFRS dealt with or is dealing with the recommendations from the phase 1 report of the Grenfell Inquiry. The inspection remains in the data collection and review of documentation phase.</p>  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| <b>4</b>                           | <b>Recommendation</b>  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 4.1                                | <ul style="list-style-type: none"> <li>• That SDC support the recommendation of the working group to close seven of the recommendations from the LFB GTIRT report and the first phase of the Grenfell Tower Inquiry report.</li> <li>• That SDC support the intention of the working group to revise timescales against one of the recommendations from the first phase of the Grenfell Tower Inquiry report.</li> </ul>   |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| <b>5</b>                           | <b>Key Strategic Implications</b>  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.1                                | <b>Risk</b>  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.1.1                              | It is anticipated that the work undertaken to learn lessons from the Grenfell Tower fire will enhance SFRS' approach to risk management, particularly in relation to the resolution of emergency incidents.  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.2                                | <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.  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.2.1                              |  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.3                                | <b>Environmental &amp; Sustainability</b>  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.3.1                              | There are no environmental or sustainability implications directly associated with this report.  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.4                                | <b>Workforce</b>   |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |
| 5.4.1                              | Any workforce issues are anticipated to be predominantly related to training, which is covered below.  |        |       |        |    |                         |   |                    |   |                      |   |                                    |   |  |    |

|                |   |
|----------------|---|
| 5.5<br>5.5.1   | <b>Health &amp; Safety</b><br>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<br>5.6.1   | <b>Training</b><br>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<br>5.7.1   | <b>Timing</b><br>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<br>5.8.1   | <b>Performance</b><br>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 Strategic Leadership Team and the SFRS Board.                               |
| 5.9<br>5.9.1   | <b>Communications &amp; Engagement</b><br>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<br>5.10.1 | <b>Legal</b><br>By comprehensively learning lessons from the Grenfell Tower tragedy SFRS will continue to comply with all its legal obligations.  |
| 5.11<br>5.11.1 | <b>Information Governance</b><br><i>DPIA completed Yes/No. If not applicable state reasons.</i><br>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<br>5.12.1 | <b>Equalities</b><br><i>EIA completed Yes/No. If not applicable state reasons.</i><br>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<br>5.13.1 | <b>Service Delivery</b><br>It is anticipated that there will be significant implications associated with the implementation of some aspects of the SFRS' post-Grenfell action plan. To support this the Service Delivery Directorate is represented on the working group developing and delivering the action plan. |
| <b>6</b>       | <b>Core Brief</b>   |
| 6.1            | Not applicable  |
| <b>7</b>       | <b>Appendices/Further Reading</b>   |
| 7.1            | Appendix 1: Grenfell Tower Phase 1 Action Plan  |
| 7.2            | Further Reading:<br><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> ).  |



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| <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>  | Gordon Pryde, Area Commander, 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>26 January 2022</i>   | <i>For Decision</i>                    |
| <i>Service Delivery Committee</i>  | <i>23 February 2022</i>  | <i>For Scrutiny</i>                    |

ROLLING ACTION LOG: Grenfell



APPENDIX A

|  |   |
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| <span style="background-color: #0070C0; width: 20px; height: 10px; display: inline-block;"></span> | Task complete   |
| <span style="background-color: #92D050; width: 20px; height: 10px; display: inline-block;"></span> | On target for completion date                                     |
| <span style="background-color: #FFD700; width: 20px; height: 10px; display: inline-block;"></span> | Recommended for closure   |
| <span style="background-color: #FFA500; width: 20px; height: 10px; display: inline-block;"></span> | Some slippage, date extended to allow flexibility                 |
| <span style="background-color: #FF0000; width: 20px; height: 10px; display: inline-block;"></span> | Target completion date unattainable, further explanation provided |

Priority Key -

|  |                      |
|--|----------------------|
| <span style="background-color: #0070C0; width: 15px; height: 10px; display: inline-block;"></span> | Monitor/Complete     |
| <span style="background-color: #92D050; width: 15px; height: 10px; display: inline-block;"></span> | Priority 9-18 Months |
| <span style="background-color: #FFD700; width: 15px; height: 10px; display: inline-block;"></span> | Priority 3-9 Months  |
| <span style="background-color: #FF0000; width: 15px; height: 10px; display: inline-block;"></span> | Priority 0-3 Months  |

| Reference | Recommendation  | Current 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 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>  | 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.<br><br>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.  |  | 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&R. Future scope to utilise learning from Case Studies.<br><br>Content of the Building Construction Module will need to be updated accordingly to reflect lessons learned from Grenfell. |            | OPS / TSA    | On target for completion date | No                    | Dec-21    |                 |                             | On target for completion date | High Rise SOP released. Jan 21 - The modules reference pages have been updated, with link to new SOP added. Engagement with a subject matter expert on the lessons learned is required to be programmed. The live play exercise identified a number of learning points<br>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.<br>Ops May 21 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 Firefighting in buildings Manual, GRA and relevant Operational Procedures. The learning material should be available to FRSS in the next 4-6 weeks. The Operations Function prioritised Firefighting in buildings as the first series of SOPs to be converted into the new format and information streamlined.<br>TSA April 21 : A Multi Storey Building exercise scenario is under development by the Incident Command Team. This will provide Operational Crews and Command Contents 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.<br>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.<br>Ops July 21: Work now completed on Firefighting in Buildings Manual, GRA and Operating procedures. ICT work ongoing to launch via vehicle tablets to allow accessibility at point of need for all Operational Staff. Fire Service Incident response plans continue to be developed in LSO areas where required.<br>TSA July 21: The virtual Multi Storey Building scenario is now complete and is now being scheduled for delivery to all officer command groups across Scotland. Work to update the content of the Building Construction module on LCMS continues and is on track to be complete by September 2021.<br>Ops Sept 21: Evacuation OP and Manual updated following live play exercise (15/09/21). Further exercises scheduled for 8th and 9th Dec 2021 this will allow for these amendments to be tested. TSA October 21: The delivery of Virtual Multi Storey Exercises for Officers is complete. The creation of additional information within the Building Construction LCMS module has been delayed due to awaiting the arrival of a NFCC Building Construction training package. Due to this delay a decision has been made to create a SFRS bespoke building construction package relating to cladding on buildings. This will be complete and on LCMS by mid November. TSA January 22: An "External Fire Spread" Training Module has been developed and is available on LCMS. This module will be scheduled for delivery to Operational Crews as part of the new Training for Operational Competence Framework. |
| 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> | 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.  |  | Finalise interim procedure on managing situational awareness. Monitor CCMS functionality once launched.   |            | OPS / TSA    | On target for completion date | No                    | Jan-22    |                 | High Rise Exercise Document | On target for completion date | Mar21. 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 14.5.21<br><br>May 21 - 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<br>Ops July 21: Following evaluation from exercise on 14/5/21, 5 live play exercises are being held in September to test evacuation and communication procedures between Incident Ground and OC.<br>TSA July 21: TSA will support the live play exercises being undertaken in September and any learning identified will be developed into training packages for operational staff.<br>Ops/OC Sept 21: FSG table top exercise on 14/05/21 went well however the live play exercise held on 15/09/21 identified a number of learning points including difficulties with the electronic database solution. Further training required on electronic system will be arranged and OC personnel to be mobilised to incident ground as part of future training exercise planned for December 21. A paper based system is also being considered as fallback. Whilst this action is not complete the knowledge and understanding of operational and OC staff regarding these procedures has improved.<br>TSA October 21: TSA will continue to support the live play exercises being organised by the Operations function and will incorporate any identified learning into training packages for Operational staff.<br>DEC 2021 - live play exercise carried out with successful use of MS 365 and paper exercise - the use of OC personnel at the incident ground was also recognised as good practice - this will now be further developed into a procedures with associated training. There will be further exercise planned in the NSDA and ESDA as confirmation exercises ensuring these procedure are embedded into service processes.  |
| GT 17     | <i>Emergency Calls 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;</i>   | 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.<br><br>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. | No                                     | Investigation will be carried out to ascertain if this will be achievable with the CCMS once the system is live.  | SFRS       | OPS          | On target for completion date | No                    | 28/2/2022 |                 |                             | On target for completion date | 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.<br>Ops May 21: 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.<br>This will provide feedback on draft High Rise Evacuation procedures for:<br>• OC<br>• recording information on the database<br>• OC passing information to the fireground (database and talk group)<br>• fireground interpreting and sharing the information with the relevant persons<br>• fireground recording updates on the database<br>• fireground passing information to OC (database and talk group). A training plan will be developed as per GT7<br>22/7/21 - Exercise took place and the above points were confirmed. Guidance and procedures are being developed as a result A series of live play training/learning events are subsequently being scheduled during September. These will involve the each of the Command groups and OC Staff and operational personnel from the each of the 5WDS<br>Exercise details see - GT 11 - Following the exercise in May the need to conduct live play exercises was realised and therefore we are asking for an extension to allow these confirmatory exercises to take place.<br>Ops/OC Sept 21: FSG table top exercise on 14/05/21 went well however the live play exercise held on 15/09/21 identified a number of learning points including difficulties with the electronic database solution. Further training required on electronic system will be arranged and OC personnel to be mobilised to incident ground as part of future training exercise planned for December 21. A paper based system is also being considered as fallback. Whilst this action is not complete the knowledge and understanding of operational and OC staff regarding these procedures has improved.<br>DEC 2021 - live play exercise carried out with successful use of MS 365 and paper exercise - the use of OC personnel at the incident ground was also recognised as good practice - this will now be further developed into a procedures with associated training. There will be further exercise planned in the NSDA and ESDA as confirmation exercises ensuring these procedure are embedded.   |
| GT 18     | <i>that policies be developed for managing a transition from "stay put" to "get out";</i>   | 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.<br>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          | Priority 0-3 Months           | OC Ex                 | Dec-21    |                 |                             | On target for completion date | SOP Released 15/6/20 Exercise delayed due to COVID<br><br>Ops May 21 - Fire Survival Guidance exercise scheduled for 14th May 2021 which will include the draft phased/full evacuation procedure and Evacuation Team PDA. This will provide initial feedback for development of the draft procedure prior to running further practical trials later in the year. Further details of the exercise are detailed in GT 11<br><br>Ops July 21 - the exercise was completed in May and further live play confirmatory exercises are planned for September.<br><br>Ops Sept 21: Evacuation Manual/OP in draft format details fire ground procedure for updating OC/ISR regarding partial/full evacuation and moving from stay put to evacuate.<br>DEC2021 Live play exercise in Dec 21 completed in the WSDA successfully trailed the procedures - There will be further exercises planned in North and East as confirmation exercises to ensure these procedures are embedded.  |
| GT 21     | <i>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</i>   | 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          | On target for completion date | No                    | Feb-22    |                 |                             | On target for completion date | 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 the resume after COVID 22/7/21<br>OC Sept 21 - These meetings have not taken place but are due to commence after COP26. SFRS OC is leading on the adoption of a UK wide buddy system for Fire Controls to negate calls spilling to other emergency services and lessen the impact on BT. This is due to be piloted in November 21 DEC 2021 pilot postponed until Feb 2022  |

|   |   |   |    |  |            |           |  |       |        |  |  |  |   |
|---|---|---|----|--|------------|-----------|--|-------|--------|--|--|--|---|
|   | <b>Command and Control</b>  |   |    |  |            |           |  |       |        |  |  |  |   |
| 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<br><br>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.<br><br>Trainees are also taught how to record information on the BA Entry Control Board.<br><br>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.<br><br>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.<br><br>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   | Dec-21 |  |  |  | This is already incorporated into the SFRS Breathing Apparatus Policy & Operational Guidance.<br><br>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.<br><br>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.<br><br>LCMS modules have been created to provide maintenance of skills for Command Support.<br><br>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.<br><br>TSA July 21 - Due to Covid-19 restrictions, some Fire Stations which have Command Support Units (CSU) could not receive face to face training and the CSU training package was delivered to them via Teams/Virtual. Through feedback from crews it has been identified that the delivery of CSU training via Teams/Virtual does not meet the required need. The Training function will now re-invigorate CSU training to all relevant stations using face to face delivery by December 21.<br><br>TSA October 21: Command Support Training has been delivered to 22 operational watches with an additional 8 outstanding. The West SDA was prioritised due to the COP 26 event and all three stations in the West are now fully trained. The remaining 8 crews in the East will receive their training by the target date of December 21. TSA January 22: Command Support Training has now been delivered to all watches at Stations who crew a Command Support Unit. |
| 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 | Dec-21 |  |  |  | As above regarding interim procedures and awaiting exercise IS THIS REFERRING TO GT 19?<br>Ops May 21 see GT 11 May 21 update for details of Fire Survival Guidance Exercise which will be testing communication systems between<br>OPS July 21 - the exercise was completed in May and further live play confirmatory exercises are planned for September.<br>Ops Sept 21: Live play exercise 15/09/21 communications strategy tested between OC-IC-Evacuation CSU. Evacuation manual/OP updated to provide roles and responsibilities of the evacuation team including lines of communication. Further exercises are scheduled for the 8th and 9th of Dec 2021 this will allow these amendments to be tested.<br>Ops Dec 21 - SFRS Evacuation Exercise completed on 8 and 9 December. Communication methods carried out which included communication between Operational Control, the Incident Commander and the bridgehead.  |
| <b>Evacuation</b>   |   |   |    |  |            |           |  |       |        |  |  |  |   |
| GT 29   | that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;  | Procedures developed and captured within the Hi 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 | Jan-22 |  |  |  | Testing & exercising to be carried out early in 2020. 27/04/20 - Delayed by COVID19<br><br>Ops May 21 Draft Evacuation procedure will be trialled during Fire Survival Guidance Exercise 14th May 2021, which includes<br>• Incident ground FSG/evacuation Information gathering/recording<br>• OC actions – FSG recording, mobilisation triggers, ISR<br>• Evacuation Team actions<br>This will provide feedback to develop the draft procedure further ahead of running practical trials later this year (2021).<br>Previous updates regarding the Tactical Evacuation Strategy SOP have been superseded by the publication of the High Rise SOP.<br>OPS July 21 - These procedures were exercised in the exercise on the 14 May and further live play confirmatory exercises are planned for September.<br><br>Ops Sept 21: Live play exercise ran 15/09/21 partial/full evacuation procedures tested further exercises due Dec 2021 evacuation manual/OP will be updated following OA13 feedback. Further exercises are scheduled for the 8th and 9th of Dec 2021 this will allow these amendments to be tested.<br>Ops Dec 21 : Tactical Evacuation Strategy and amendments were successfully tested on 8 and 9 Dec 2021 .   |
| <b>Co-operation between emergency services: The inquiry recommends that the Joint Doctrine be amended to make it clear:</b> |   |   |    |  |            |           |  |       |        |  |  |  |   |
| 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.  | 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 | The Systel CCMS has a requirement to be MAIT compliant and therefore SFRS cannot progress this work until the system has gone live. Work is being carried out in England and Wales to introduce MAIT and SFRS OC personnel are in close contact with them to obtain lessons learned  | TriService | OPS       |  | N/A   | Apr-22 |  |  |  | OPS May 21: 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.<br>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.<br>OC - Sept 21 Multi Agency Incident Transfer is being funded by the Home Office for English FRS. This will allow the transfer of data between control rooms. SFRS OCs are involved in this and obtaining costings to inform a business case so we can be included. DEC 2022 No further update  |

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/07-22

Agenda Item: 10.1

|                        |  |  |          |          |          |          |          |
|------------------------|--|--|----------|----------|----------|----------|----------|
| Report to:             | SERVICE DELIVERY COMMITTEE   |  |          |          |          |          |          |
| Meeting Date:          | 23 FEBRUARY 2022   |  |          |          |          |          |          |
| Report Title:          | WILDFIRE STRATEGY UPDATE   |  |          |          |          |          |          |
| Report Classification: | For Information Only   | <p style="color: red; text-align: center;"><b>Board/Committee Meetings ONLY</b><br/> <b>For Reports to be held in Private</b><br/> <b>Specify rationale below referring to</b><br/> <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                    | The purpose of this report is to update the Service Delivery Committee (SDC) on the progress being made to deliver the Scottish Fire and Rescue Service (SFRS) Wildfire Strategy.  |  |          |          |          |          |          |
| <b>2</b>               | <b>Background</b>  |  |          |          |          |          |          |
| 2.1                    | In June 2020 the Strategic Leadership Team (SLT) approved the Wildfire Strategy for Scotland. This strategy will take the arrangements that have been in place for a number of years forward and deliver a fully modernised and integrated prevention and response capability which has partnership working at its core, and has a scalable response framework which ensures the appropriate equipment, skills and knowledge are available when and where they are required. |  |          |          |          |          |          |
| <b>3</b>               | <b>Main Report/Detail</b>  |  |          |          |          |          |          |
| 3.1                    | Climate change and the introduction of alternative policies in relation to land management practices have resulted in a landscape which has a growing fuel load. When this is combined with warmer, dryer winters and warmer summers and drying Easterly winds the risk of wildfire in Scotland is increasing year on year.  |  |          |          |          |          |          |
| 3.2                    | Given that the amount of fuel available to burn is increasing, and the parameters in which wildfires are likely to happen are occurring more frequently, research by European wildfire analysts, the Pau Costa Foundation, indicates that wildfires are likely to occur more often, and have more severe fire behaviour than has been seen before in the UK.   |  |          |          |          |          |          |
| 3.3                    | Wildfire in Scotland tends to follow a cyclical pattern with a peak between every 6-9 years. We have seen these peaks in 2013 and again in 2019 when we saw large numbers of fires, larger areas involved and extreme fire behaviour with the largest fires experienced in the UK being seen in Scotland during 2019, one of which released approximately double the UKs annual carbon release target in 6 days.   |  |          |          |          |          |          |
| 3.4                    | The devastating impact of the recent storms, Arwen and Corrie, has resulted in acres of woodland being destroyed. It is increasingly likely that much of the "wind blow" will be "left to waste" by the forestry sector as recovering the timber will not be economically viable. This will result in an increasing wildfire risk in a very hazardous environment as the timber dries over the coming years.   |  |          |          |          |          |          |

|        |   |
|--------|---|
| 3.5    | A combination of a strong prevention and education approach and an effective and efficient response capability is required to ensure that the wildfire risk in Scotland is being managed by all stakeholders.   |
| 3.6    | The proposed overarching SFRS strategy for Wildfire is that: Through partnership working a comprehensive approach to prevention will be established that reduces the number and severity of Wildfires in Scotland, and that the SFRS response to Wildfire incidents is state of the art, acknowledging and utilising the experience, skills and equipment that the land management industry has to offer.   |
| 3.7    | To deliver the strategy and implementation group has been established with key work packages for Asset Management, Training, Communications and Service Delivery. The group meets regularly and has progressed the work well.   |
| 3.8    | In conjunction with the work carried within SFRS a significant amount of work has been done with partners via the Scottish Wildfire Forum, the Moorland Forum and as part of the Scottish Government Visitor Management Strategy.   |
| 3.9    | <u>Assets</u>   |
| 3.9.1  | Work has been carried out to identify the locations for the specialist response stations across Scotland. There are 2 types of response stations; Tier 2 – wildfire support, and Tier 3 wildfire response. 15 Tier 2 and 10 Tier 3 stations have been identified.   |
| 3.9.2  | Identification of the equipment packages for both Tiers has been completed as has the specification for the specialist vehicles. The intention is that the vehicles will be procured fully equipped rather than having separate processes for equipment and vehicles.   |
| 3.9.3  | A challenge to the original plan was identified with the physical limitations of the stations to store and the appliances to carry the additional equipment on the Tier 2 stations. It is simply not feasible to accommodate the additional equipment on these stations or to safely transport the equipment on the vehicles due to configuration and capacity limitations. As such a different approach has been developed whereby logistic support stations will be provided with the equipment and vehicles to carry it. These vehicles will deploy as required to wildfires and deliver the equipment to the Tier 2 personnel. There are advantages to this approach whereby a larger amount of equipment will be available at each incident. |
| 3.9.4  | The procurement process is underway and a User Intelligence Group (UIG) has been established to ensure all aspects are considered.  |
| 3.10   | <u>Training</u>   |
| 3.10.1 | The training required for this strategy has been developed by SFRS and approved by National Fire Chiefs Council (NFCC) as the national wildfire training framework. This is a modular approach which builds on a foundation level that all operational personnel will receive and culminates in a Wildfire Tactical Advisor qualification that is recognised across the UK and results in the Wildfire Tactical Advisor being registered as a UK National Resilience Asset. Work is ongoing with NFCC to formalise how this cadre of officers can be used for overseas deployment following a request for support from Greece during the devastating wildfires they experienced in 2021.  |
| 3.10.2 | A training plan is currently under development and has been captured in the 2022-23 Training Needs Assessment. This plan will be coordinated to ensure it aligns with the provision of the specialist wildfire equipment and vehicles.  |

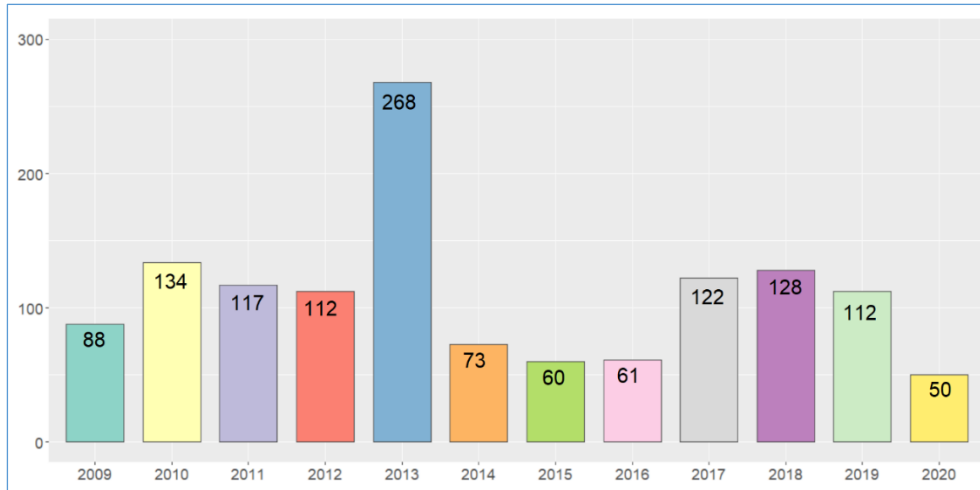
|        |  |
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| 3.11   | <u>Communications</u>  |
| 3.11.1 | A robust process has been put in place to ensure that Wildfire Danger Assessments are received, processed and communicated in as quick a timeframe as possible. This is a significant improvement on the previous approach which had single points of failure, and is administered by the Wildfire Tactical Advisors.  |
| 3.11.2 | A single page overview of the Strategy has also been developed which is available for external partners and highlights the key aspirations of the SFRS strategy. This has been a valuable tool as it communicates our plans in an easy to understand way and focusses on the partnership approach being used.  |
| 3.12   | <u>Service Delivery</u>  |
| 3.12.1 | A full review of all relevant documentation has been carried out to identify where changes will be required and to ensure that our policies and procedures accurately reflect the changes in approach being implemented. 60 separate documents have been identified and prioritised as part of this review and support from all functions given for their documents to be reviewed and amended by the Wildfire Implementation Group.   |
| 3.12.2 | The Seasonal Thematic Action Plan has been reviewed and the information contained within it has been aligned with the key messaging developed by the Scottish Wildfire Forum Communications Sub Group.   |
| 3.13   | <u>Partnership Working</u>   |
| 3.13.1 | The Scottish Wildfire Forum has worked hard to develop key messages that any agency can take and use to promote fire safety in the countryside. This has been challenging to achieve as the messaging used previously by a variety of agencies has sometimes been at odds with each other and with other guidance such as the Scottish Outdoor Access Code. The Scottish Wildfire Forum has been clear in its approach that it does not seek to control the messaging used, but does seek to ensure all information provided is aligned and complimentary, and is easy to understand and accessible for the appropriate audiences. |
| 3.13.2 | This work came to the fore in the Scottish Government Visitor Management Strategy which was initiated following the challenges felt in rural communities as a result of COVID lockdowns being lifted and many people deciding to have a “staycation”.  |
| 3.13.3 | A review into grouse moor management was carried out by Professor Alan Werritty, Professor Emeritus of Physical Geography at University of Dundee. The report, commonly referred to as “the Werritty report” has recommended that all Muirburn activity is carried out under licence. This has been a particularly contentious report and has not been well received in all quarters, however it presents an opportunity to improve the practice of Muirburn which SFRS and the Scottish Wildfire Forum have been progressing with partners.   |
| 3.13.4 | The licensing authority will be NatureScot (formerly Scottish Natural Heritage), and they have indicated that to be awarded a licence to carry out Muirburn (this term covers all uses of fire as a land management tool) the applicant will be required to have successfully completed training.  |
| 3.13.5 | The training previously available was not suitable, so a bespoke training package has been developed by a small team incorporating NatureScot, the Scottish Gamekeepers Association and led by SFRS. This package is at its final stages and accreditation from relevant rural training providers is in progress.  |



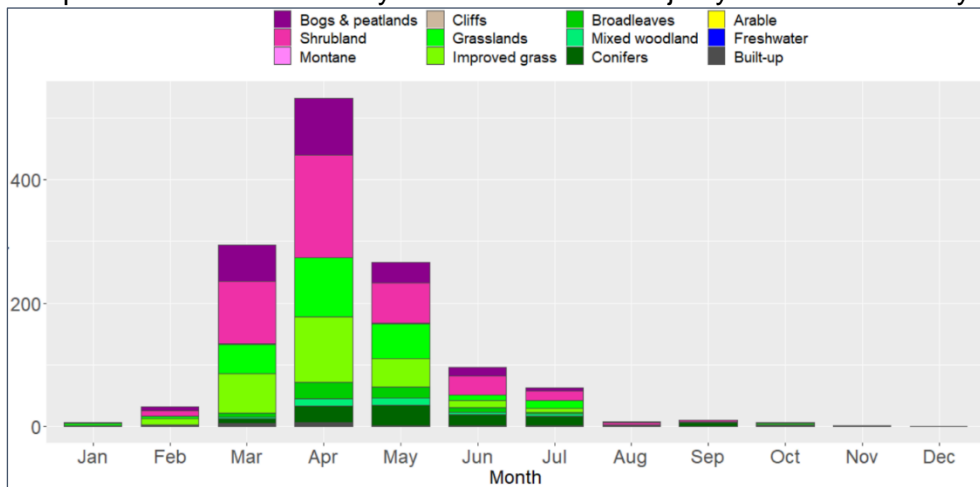
|        |   |
|--------|---|
| 3.13.6 | This new approach is hoped to improve the practice of using fire as a land management tool and reduce the number of fires that occur as a result of inappropriate burning.  |
| 3.13.7 | Joint training with land managers and SFRS resources is being planned, and a training pathway which builds on the Muirburn training developed. This will allow land managers who have skills, experience and equipment to meaningfully contribute to wildfire response. The training will allow non SFRS responders to demonstrate that they can operate safely as part of a multi-agency response and provide the Incident Commander with confidence that they can be used as part of the tactics being deployed to deal with the incident.  |
| 3.13.8 | SFRS continues to work closely with Partners in the land management sector across the UK on a number of initiatives and research projects and has developed excellent relationships with a number of agencies and groups ensuring that we are contributing to and benefitting from the most up to date information and thinking about wildfire prevention and response. This includes being on the steering committee of a Natural Environment Research Council (NERC) funded £5m project led by the University of Manchester to further develop a UK Fire Danger Rating System, being on the steering committee of a similar and linked Scottish Government funded £500K project to investigate a UK Fire Danger Rating System, sitting on the UK Wildfire Conference advisory panel and being a member of the UK Wildfire Research Group. |
| 3.14   | <u>UK FRS Wildfire Approach</u>   |
| 3.14.1 | As a result of the well-publicised wildfires in England on Winterhill and Saddleworth Moore the topic of wildfire as received significant attention and progressed well in many other FRS in England. This is welcome and has generated some extremely useful discussions and initiatives both within NFCC and independently.   |
| 3.14.2 | There are some clear opportunities to learn from other FRS such as South Wales and Northumberland who have devoted significant time and resource to their individual wildfire approach, and with whom SFRS have fostered mutually supportive relationships. It is also clear that the scale of the SFRS Strategy is unique, and the strong emphasis on partnerships in Scotland is by far the most inclusive and ambitious in the UK.   |
| 3.15   | <u>Statistical Reporting and Analysis</u>   |
| 3.15.1 | The James Hutton Institute (JHI) recently provided a statistical analysis report on Wildfire Incidents in Scotland for the Scottish Government and the Service.   |
| 3.15.2 | The BI team have reviewed this paper and its recommendations and recognise that the approach used by JHI deals intelligently in resolving longstanding issues in classifying wildfires.   |
| 3.15.3 | SFRS have historically used the three elements of the National Operational Guidance definition which are included in the Incident Recording System. However, there are considerable issues with this definition. Most notably, on investigation, it has been found that a large proportion of incidents captured as wildfires were not genuine wildfires and that a number of genuine wildfire incidents were not picked up. The scale of these issues has resulted in the BI Team withdrawing statistics using this definition.  |
| 3.15.4 | Due to the novel approach in the JHI paper, the BI Team are implementing a suitable infrastructure to replicate these results, and will do a comparative analysis on wildfire definitions in the UK to determine the appropriate metric for long-term reporting.  |
| 3.15.5 | In the interim the BI Team will not produce statistics on wildfires, but will instead provide statistics on outdoor fires with over 1000m <sup>2</sup> of burned area on request only. The JHI paper is the most recent credible analysis and would ideally be referenced where possible.   |

3.15.6 From the JHI analysis of wildfires with a 1,000 m<sup>2</sup> threshold we see no overall trend in wildfire occurrences in Scotland in the last decade. Annual figures are highly volatile and result from both human behaviour and weather patterns that year.

3.15.7 We know from research into climate change that areas of Scotland are likely to experienced increased environmental risk of wildfires in the coming decades. As wildfires are typically triggered by human behaviour it is unclear whether this increased risk will translate into more frequent wildfire occurrences.

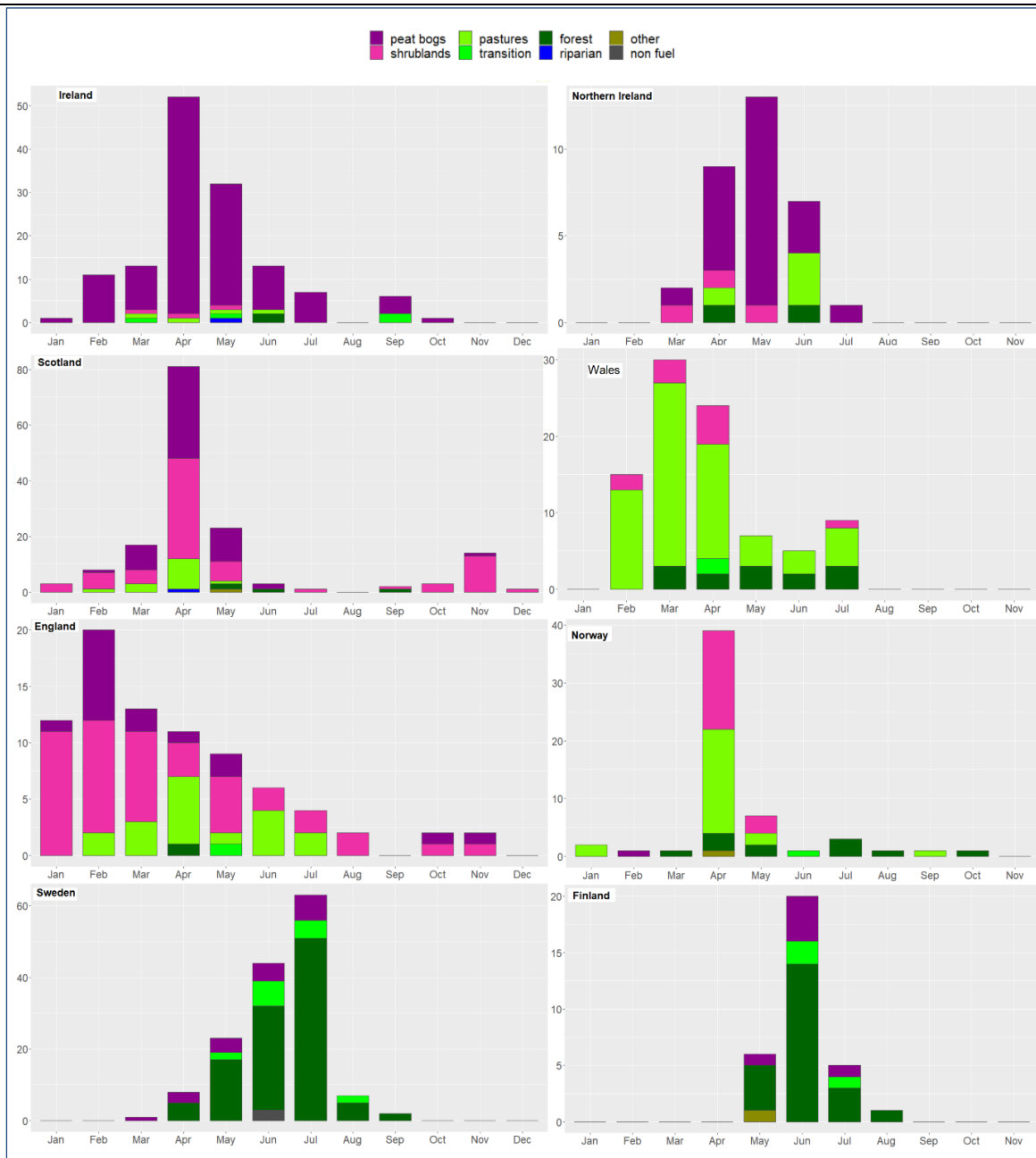


The period of March until May includes the vast majority of wildfires each year:



3.15.8 In the section on international comparisons of the largest wildfires which were captured by satellite, it is clear that the land type in Scotland is predominantly peat bogs and shrublands whereas in Sweden and Finland wildfires predominantly occur in forests:





3.15.9 The JHI paper produced a number of specific recommendations on improvements to Incident Recording System (IRS) data which will be considered as part of adaptations through the IRS Futures project.

|          |   |
|----------|---|
| <b>4</b> | <b>Recommendation</b>   |
| 4.1      | Service Delivery Committee are asked to note the content of this report and the progress being made to deliver the Wildfire Strategy. |
| <b>5</b> | <b>Key Strategic Implications</b>   |
| 5.1      | <b>Risk</b>   |
| 5.1.1    | There are no implications associated with this report which is for information only.  |
| 5.2      | <b>Financial</b>  |
| 5.2.1    | There are no implications associated with this report which is for information only.  |

|  |   |
|--|---|
| 5.3<br>5.3.1   | <b>Environmental &amp; Sustainability</b><br>There are no implications associated with this report which is for information only. |
| 5.4<br>5.4.1   | <b>Workforce</b><br>There are no implications associated with this report which is for information only.                          |
| 5.5<br>5.5.1   | <b>Health &amp; Safety</b><br>There are no implications associated with this report which is for information only.                |
| 5.6<br>5.6.1   | <b>Training</b><br>There are no implications associated with this report which is for information only.                           |
| 5.7<br>5.7.1   | <b>Timing</b><br>There are no implications associated with this report which is for information only.                             |
| 5.8<br>5.8.1   | <b>Performance</b><br>There are no implications associated with this report which is for information only.                        |
| 5.9<br>5.9.1   | <b>Communications &amp; Engagement</b><br>There are no implications associated with this report which is for information only.    |
| 5.10<br>5.10.1   | <b>Legal</b><br>There are no implications associated with this report which is for information only.                              |
| 5.11<br>5.11.1   | <b>Information Governance</b><br><i>No – Not applicable as this report is for information only.</i>                               |
| 5.12<br>5.12.1   | <b>Equalities</b><br><i>No – Not applicable as this report is for information only</i>  |
| 5.13<br>5.13.1   | <b>Service Delivery</b><br>There are no implications associated with this report which is for information only.                   |
| <b>6</b>   | <b>Core Brief</b>   |
| 6.1  | Not applicable  |
| <b>7</b>   | <b>Appendices/Further Reading</b>   |
| 7.1  | Appendix A: SFRS Wildfire Strategy Overview Document  |
| <b>Prepared by:</b>  | Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training   |
| <b>Sponsored by:</b>   | Stuart Stevens, Assistant Chief Officer, Director of Service Delivery   |
| <b>Presented by:</b>   | Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training   |
| <b>Links to Strategy and Corporate Values</b>  |   |
| <p><b>Strategic Plan: 2019-2022</b><br/>Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland:</p> <ul style="list-style-type: none"> <li>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;</li> </ul> <p><b>Long Term Vision:</b><br/><u>Strategic Intentions</u></p> <ul style="list-style-type: none"> <li>That our staff are safer, better supported, are more satisfied and empowered.</li> <li>Our communities are safer and their wellbeing is improved.</li> </ul> |   |

- We are more adaptable in responding to changing risks across and between communities.

Priorities:

- Our service delivery model will meet Scotland’s changing needs.
- We will be driven by a deeper understanding of the needs of our communities
- Partnership working will be at the core of how we work.

| Governance Route for Report       | Meeting Date            | Report Classification/<br>Comments |
|-----------------------------------|-------------------------|------------------------------------|
| <i>Service Delivery Committee</i> | <i>23 February 2022</i> | <i>For Information</i>             |
|                                   |                         |                                    |
|                                   |                         |                                    |



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# Wildfire Strategy

## BACKGROUND

The Scottish Fire and Rescue Service (SFRS) is currently in the implementation stage of delivering a new strategy for developing and enhancing its wildfire capability.

While significant work has been undertaken with partners and stakeholders to increase awareness of the risk of wildfire, the location of SFRS wildfire resources, equipment and PPE, remains relatively unchanged since the formation of the national service in 2013.

The methods used to deal with wildfires, although effective, are resource intensive and rely upon tactics that have been in place for decades.

Led by Area Commander Bruce Farquharson, SFRS Scottish Wildfire Lead, the new strategy considers the increased risk of wildfire and changing climate in Scotland; the latest developments in wildfire management, training and operational procedures; and the advances in technology that have been made in PPE and equipment.

## PARTNERSHIP WORKING

We will continue to work closely with the land management sector to ensure we have an effective and tailored approach to education and prevention, including a common understanding of the appropriate use of Muirburn and prescribed burning, and to further utilise the expertise, influence and networks of various agencies.

We will place a strong emphasis on utilising these key partnerships to enhance any intervention required, and provide further opportunities for joint and collaborative training.

## PREVENTION

We will work with key partners to develop a multi-agency prevention agenda and influence the introduction of key policies in the future.

Seasonal messaging and key themes will be developed which will provide clear information on how to prevent wildfires, and how to reduce the impact of any fires.

## SFRS RESPONSE

SFRS will implement a tiered classification of fire stations for wildfire response, including the roll-out of new specialist vehicles, equipment and PPE.

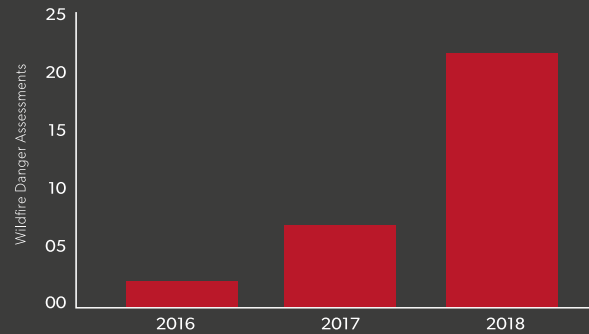
This tiered approach includes first responders (tier 1) augmented by strategically located specialist teams (proposed 15 tier 2 stations; and 10 tier 3 stations), and finally a cadre of tactical advisors (tier 4).

This will require varying levels of training, equipment and PPE, based on station classification, and represents a significant investment by SFRS.

## PROVISION OF INFORMATION

In partnership with the Scottish Wildfire Forum (SWF) we will review the distribution of Wildfire Danger Assessments and measure how effective they are in preventing wildfires.

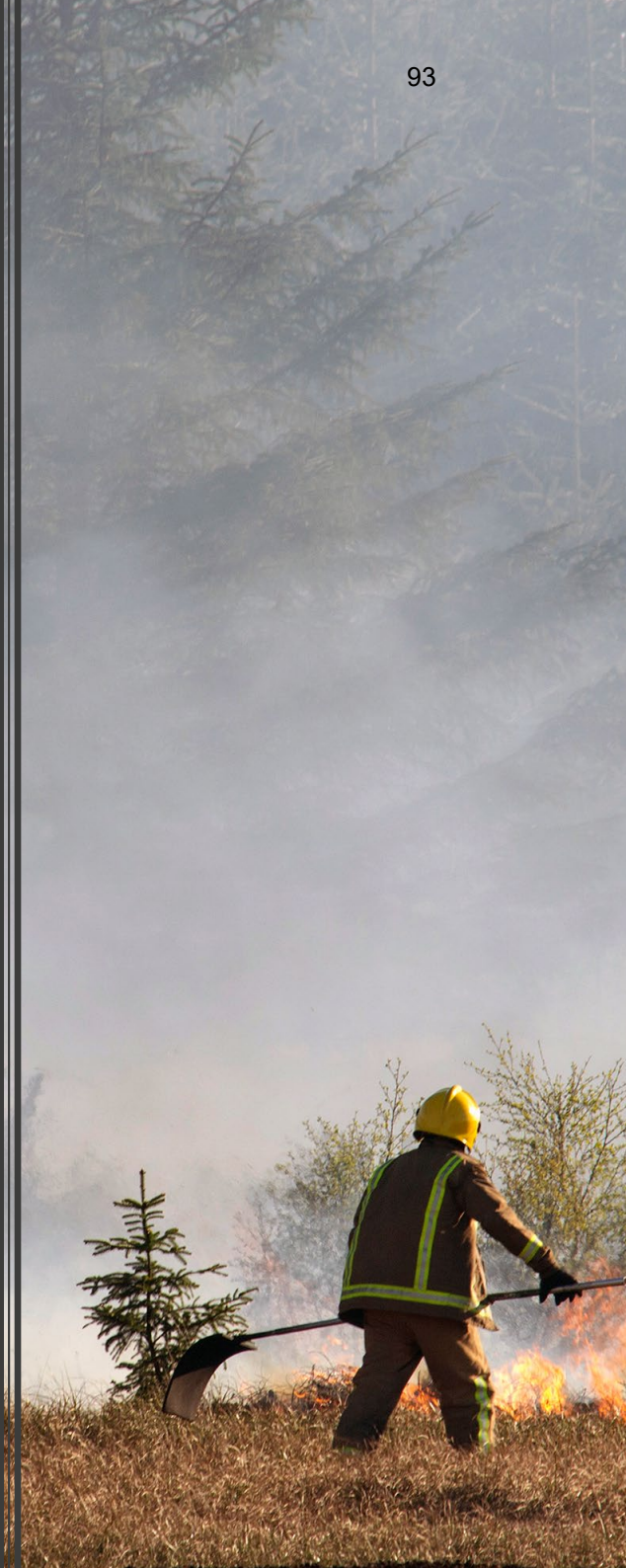
We will tailor the information contained within the Assessments to ensure they provide the very best information for the intended audience.



## AMBITION

Upon completion, we anticipate that the impact of wildfires in Scotland will reduce, and SFRS will see a more efficient and streamlined approach to dealing with these types of incidents.

SFRS aims to not only modernise its wildfire response, but also to ensure that Scotland has a world-class wildfire prevention and mitigation culture that ensures that the natural resources we enjoy in Scotland are resilient to the negative impact that climate change might bring, and that the devastating impact of wildfire on Scotland's rural communities is reduced.





## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/08-22

Agenda Item: 11.1

|                        |  |   |          |          |          |          |          |
|------------------------|--|---|----------|----------|----------|----------|----------|
| Report to:             | SERVICE DELIVERY COMMITTEE   |   |          |          |          |          |          |
| Meeting Date:          | 23 FEBRUARY 2022   |   |          |          |          |          |          |
| Report Title:          | COMMITTEE ALIGNED DIRECTORATE RISK   |   |          |          |          |          |          |
| Report Classification: | For Scrutiny   | <b>Board/Committee Meetings ONLY</b><br><b>For Reports to be held in Private</b><br><b>Specify rationale below referring to</b><br><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 a risk report identifying Directorate risks and controls pertinent to the business of the SDC.  |   |          |          |          |          |          |
| <b>2</b>               | <b>Background</b>  |   |          |          |          |          |          |
| 2.1                    | The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks.  |   |          |          |          |          |          |
| 2.2                    | The Audit & Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.  |   |          |          |          |          |          |
| 2.3                    | All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee.   |   |          |          |          |          |          |
| 2.4                    | The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.   |   |          |          |          |          |          |
| 2.5                    | Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required.                             |   |          |          |          |          |          |
| <b>3</b>               | <b>Main Report/Detail</b>  |   |          |          |          |          |          |
| 3.1                    | The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review.  |   |          |          |          |          |          |
| 3.2                    | The development of a revised risk template and associated report has focused on providing specific, measurable, achievable, realistic and timely actions. Working with Directorates all associated risk actions are being reassessed in line with these SMART objectives and will continue to be revised over the forthcoming quarterly reports. |   |          |          |          |          |          |

|          |  |
|----------|--|
| 3.3      | <p>Appendix 1 to this report provides the SDC with the current risk report, outlining:</p> <ul style="list-style-type: none"> <li>• Strategic Risk Summary – Appendix 1a</li> <li>• Aligned Directorate Risk Summary – Appendix 1b</li> <li>• Directorate Risk Control summary – Appendix 1c</li> <li>• Directorate Closed Control Summary – Appendix 1d</li> <li>• Directorate Closed Risk Summary – Appendix 1e – Nil Return</li> <li>• Directorate Risk Rating Change Summary – Appendix 1f</li> <li>• New Directorate Risks Summary – Appendix 1g – Nil Return</li> <li>• New Directorate Control Summary – Appendix 1h</li> </ul> |
| 3.4      | The Committee are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.   |
| <b>4</b> | <b>Recommendation</b>  |
| 4.1      | <p>The Service Delivery Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Scrutinise the Service Delivery Risk Report.</li> <li>• Identify future risk spotlights to be provided to the Board.</li> </ul>  |
| <b>5</b> | <b>Key Strategic Implications</b>  |
| 5.1      | <b>Risk</b>  |
| 5.1.1    | The risk register forms a core part of the SFRS governance, risk management and assurance arrangements.  |
| 5.2      | <b>Financial</b>   |
| 5.2.1    | There are no direct financial implications associated with this report.  |
| 5.3      | <b>Environmental &amp; Sustainability</b>  |
| 5.3.1    | There are no direct environmental or sustainability issues.  |
| 5.4      | <b>Workforce</b>   |
| 5.4.1    | There are no direct Workforce issues associated with this report.  |
| 5.5      | <b>Health &amp; Safety</b>   |
| 5.5.1    | There are no direct Health & Safety implications associated with this report.  |
| 5.6      | <b>Training</b>  |
| 5.6.1    | The development of a revised in-house risk register and report requires additional engagement and training of responsible staff.   |
| 5.7      | <b>Timing</b>  |
| 5.7.1    | There are no significant timing implications associated with this report.  |
| 5.8      | <b>Performance</b>   |
| 5.8.1    | The risk management framework forms part of the Services wider governance arrangements which collectively ensure performance is managed and improved where possible.   |
| 5.9      | <b>Communications &amp; Engagement</b>   |
| 5.9.1    | Direct communication and engagement with the Board, SLT and Directorates ensures awareness and ownership of risk is effectively managed.   |

|  |  |  |
|--|--|--|
| 5.10<br>5.10.1   | <b>Legal</b><br>There are no direct legal implications arising from this report  |  |
| 5.11<br>5.11.1   | <b>Information Governance</b><br>There are no direct information governance implications associated with this report.  |  |
| 5.12<br>5.12.1   | <b>Equalities</b><br>An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy. There are no additional equality implications associated with this report. |  |
| 5.13<br>5.13.1   | <b>Service Delivery</b><br>There is no direct implication to service delivery 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 – Service Delivery Committee Risk Report  |  |
| <b>Prepared by:</b>  | Tracy Shankland, Risk and Insurance Support Assistant  |  |
| <b>Sponsored by:</b>   | David Johnston, Risk and Audit Manager   |  |
| <b>Presented by:</b>   | Ross Haggart, Deputy Chief Officer   |  |
| <b>Links to Strategy and Corporate Values</b>  |  |  |
| <p>The Risk Management Framework forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objective 4.2</p> <ul style="list-style-type: none"> <li>• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</li> <li>• Objectives 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.</li> </ul> |  |  |
| <b>Governance Route for Report</b>   | <b>Meeting Date</b>  | <b>Report Classification/ Comments</b> |
| Service Delivery Committee   | 23 February 2022   | For Scrutiny                           |



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# Service Delivery Committee Risk Report

February 2022 – Risk Report

## Contents:

- Strategic Risk Summary – Appendix 1a
- Aligned Directorate Risk Summary – Appendix 1b
- Directorate Risk Control summary – Appendix 1c
- Directorate Closed Control Summary – Appendix 1d
- Directorate Closed Risk Summary – Appendix 1e – Nil Return
- Directorate Risk Rating Change summary – Appendix 1f
- New Directorate Risks – Appendix 1g – Nil Return
- New Directorate Control Summary – Appendix 1h

# 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 &<br>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 | Acting Director of Asset Management   | 20          |
| 7              | Ability to deliver a high quality, sustainable service within the funding envelope   | Acting Director of Finance and Procurement  | 16          |
| 8              | Ability to anticipate and adapt to a changing environment through innovation and improved performance  | Director of Service Development   | 16          |
| 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          |

# Aligned Directorate Risk Summary

# Appendix 1b

| Strategic Risk ID | Strategic Risk                              | Directorate Risk | Risk Name                             | Summary  | Risk Owner                        | Risk Rating (PxI) | Committee | Executive Board |
|-------------------|---|------------------|---------------------------------------|--|-----------------------------------|-------------------|-----------|-----------------|
| 1                 | Improve Safety 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<br>(4 x 5)     | SDC       | SMB             |
| 1                 | Improve Safety 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                | 12<br>(3 x 4)     | SDC       | SMB             |
| 1                 | Improve Safety 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          | 12<br>(3 x 4)     | SDC       | SMB             |

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| Strategic Risk ID | Strategic Risk                              | Directorate Risk | Risk Name                              | Summary   | Risk Owner                        | Risk Rating (Pxl) | Committee | Executive Board |
|-------------------|---|------------------|--|---|-----------------------------------|-------------------|-----------|-----------------|
| 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<br>(5 x 3)     | SDC       | SMB             |
| 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<br>(4 x 5)     | SDC       | AMLB            |
| 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<br>(4 x 5)     | SDC       | AMLB            |

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| Strategic Risk ID | Strategic Risk                              | Directorate Risk | Risk Name              | Summary   | Risk Owner                          | Risk Rating (Pxl) | Committee | Executive Board |
|-------------------|---|------------------|------------------------|---|-------------------------------------|-------------------|-----------|-----------------|
| 6                 | Adequate operational assets, equipment etc. | FCS012           | Supply Chain Shortages | There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction, fleet and ICT equipment because of a lack of global manufacturing capacity as a result of Covid-19. This will result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs as demand outstrips supply. | Acting Director of Asset Management | 16<br>(4 x 4)     | SDC       | AMLB            |
| 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.  | Acting Director of Asset Management | 12<br>(3 x 4)     | SDC       | AMLB            |
| 6                 | Adequate operational assets, equipment etc. | FCS003           | Asset Acquisition      | 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.  | Acting Director of Asset Management | 9<br>(3 x 3)      | SDC       | AMLB            |

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| Strategic Risk ID | Strategic Risk         | Directorate Risk | Risk Name                      | Summary  | Risk Owner                                   | Risk Rating (Pxl) | Committee | Executive Board |
|-------------------|------------------------|------------------|--------------------------------|--|--|-------------------|-----------|-----------------|
| 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. | Acting Director of Asset Management          | 9<br>(3 x 3)      | SDC       | ECMB            |
| 8                 | Improve performance    | SPPC001          | Service Performance Management | There is a risk of the service not providing accurate performance management information because of inaccurate data or inadequate systems resulting in loss of confidence in service performance.  | Head of Governance, Strategy and Performance | 8<br>(2 x 4)      | SDC       | GGB             |
| 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 the Service.   | Head of Service Development                  | 12<br>(3 x 4)     | SDC       | SMB             |

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# Directorate Risk Control Summary

## Appendix 1c

| SR ID | Risk ID | Risk                                  | Action Description   | Owner   | Estimated Completion Date | Status      | Control Comments  | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|---------------------------------------|--|---|---------------------------|-------------|---|-------------|---------------|-----------|-----------------|
| 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               | 31/03/2022                | Amber - 60% | Business Case is progressing with simultaneous procurement activity to secure delivery of modules from 2022/23 onwards  | 20          | 12            | SDC       | SMB             |
| 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               | 31/03/2022                | Amber - 60% | A programme of engagement is complete with a final report due at the end of Q3. One to one interviews and data gathering to support the development of themes has been completed. Focus groups activity have; been programmed and is due for completion on the 24th November. | 20          | 12            | SDC       | SMB             |
| 1     | SD010   | Compliance Fire Act (Scotland) Part 3 | Develop a long-term strategy for the provision of training and competence of existing and new Protection   | SC Marshall, Performance & Outcome Coordinator, | 31/03/2022                | Green - 75% | A Business Case being submitted. Procurement activity will be undertaken simultaneously to ensure   | 20          | 12            | SDC       | SMB             |

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| SR ID | Risk ID | Risk                                | Action Description  | Owner  | Estimated Completion Date | Status      | Control Comments  | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|-------------------------------------|---|--|---------------------------|-------------|---|-------------|---------------|-----------|-----------------|
|       |         |                                     | Officers that will consider a review of technical skill requirements. | Fire Safety Enforcement  |                           |             | delivery of modules for 2022/23   |             |               |           |                 |
| 1     | SD004   | Standardisation of Service Delivery | Completion of Operations Document Review                              | AC Murdoch, Area Commander, Operational Strategy & Development | 31/03/2022                | Amber - 35% | A significant proportion of new format documentation has now been prepared but unable to release due to mobile delivery platform not being available. Latest update following SMB (17/11/2021) this could be approximately six months away. There is an increased risk of revised documentation not available to Frontline Crews. Anything risk critical, however, will always be communicated via urgent instructions etc. As a result of this delayed delivery, the Risk Rating for this risk has been increased to 12, (Probability 3 x Impact 4) as agreed at Service Delivery DMT. | 12          | 6             | SDC       | SMB             |



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| SR ID | Risk ID | Risk             | Action Description  | Owner              | Estimated Completion Date | Status      | Control Comments  | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|------------------|---|--------------------|---------------------------|-------------|---|-------------|---------------|-----------|-----------------|
| 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 | 31/03/2022                | Green - 25% | Operational Strategy Framework completed and concept of operation leads have been identified to progress respective work streams. A further meeting of ConOps Leads has identified some capacity issues and further additional support from the Operations Function will be provided to assist in progressing this work.<br><br>As of 23/11/2021 this remains the current position. | 12          | 12            | SDC       | SMB             |
| 1     | SD011   | Reserved Matters | Formal implementation of MTA Strategy   | Head of Operations | 31/03/2022                | Amber - 75% | The interim MTA response solution has been further strengthened by more of the allocated stations agreeing to support SFRS response arrangements. Further MTA training for FDOs and stations has now been completed. This interim response  | 12          | 12            | SDC       | SMB             |

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| SR ID | Risk ID | Risk                              | Action Description   | Owner                             | Estimated Completion Date | Status      | Control Comments  | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|-----------------------------------|--|-----------------------------------|---------------------------|-------------|---|-------------|---------------|-----------|-----------------|
|       |         |                                   |  |                                   |                           |             | <p>was utilised during the COP26 event and will continue until further notice.</p> <p>Due to interim MTA response being implemented, probability rating for this risk has reduced to 3, therefore overall Risk Rating has reduced from 16 to 12, as agreed at Service Delivery DMT.</p> |             |               |           |                 |
| 1     | SD011   | Reserved Matters                  | Review MTA Strategy  | Head of Operations                | 31/03/2022                | Amber - 50% | MTA GRA, COP and SOP are 'live'. The MTA Strategy will be reviewed as needed, including following further negotiations with Trade Unions.   | 12          | 12            | SDC       | SMB             |
| 2     | SD007   | Reduction of Unwanted Fire Alarms | Develop an Implementation plan, based on outcome of options appraisal and decisions made by the SLT/Board. | Head of Prevention and Protection | 31/03/2022                | Green - 15% | In preparation for the planning and development of an implementation plan, initial talks have been held with DACO Perry about additional resourcing to support this piece of work. This   | 15          | 9             | SDC       | SMB             |

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| SR ID | Risk ID | Risk                                   | Action Description   | Owner  | Estimated Completion Date | Status      | Control Comments   | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|--|--|--|---------------------------|-------------|--|-------------|---------------|-----------|-----------------|
|       |         |  |  |  |                           |             | resourcing implication has also been raised in the project board risk register. Update 22/07/21 - UFAS Review Working Group membership and ToR will evolve to take on the preparations for implementation from August 2021                   |             |               |           |                 |
| 2     | SD007   | Reduction of Unwanted Fire Alarms      | Complete 7 stage options appraisal process to identify a preferred option which has been approved by the project board.  | GC Roy<br>Dunsire, Fire Investigation Coordinator  | 31/12/2022                | Green - 85% | Consultation on options for responding to AFAs closed on 11 October and now in the process of analysing the results. We will consider all feedback and a final decision on a preferred option will be made by SFRS Board on 16 December 2021 | 15          | 9             | SDC       | SMB             |
| 6     | SD001   | Command and Control Mobilising Systems | CCF Contingency Group established to identify options for interim solution and advise on delays to implementation dates. | AC Logan,<br>Area Commander,<br>Operations Control | 31/01/2022                | Green - 20% | Development of the Northgate system at EOC complete. Updates to the Vision Mobilising System at EOC prevented without intervention by the supplier. Capita are   | 20          | 15            | SDC       | AMLB            |

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| SR ID | Risk ID | Risk                                   | Action Description   | Owner  | Estimated Completion Date | Status      | Control Comments  | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|--|--|--|---------------------------|-------------|---|-------------|---------------|-----------|-----------------|
|       |         |  |  |  |                           |             | investigation the cause. Due to the nature of this risk, the CCF Contingency Group continues to monitor the functionality and resilience of existing mobilising systems.  |             |               |           |                 |
| 6     | SD003   | Operational Availability Systems       | Central Staffing team members to be seconded to PTFAS project to assist in the selection and implementation of new operational availability staffing system. | AC Middlemiss, Area Commander, Operational Support | 31/03/2022                | Green - 10% | This work is in scope as part of the People, Training, Finance and Assets (PTFAS) project. Awaiting confirmation of when this part of the PTFAS project will commence and the subsequent release date for staff to provide support.<br><br>As of 24/11/2021 there has been no change to this action as still waiting on start date. | 20          | 15            | SDC       | AMLB            |
| 6     | SD001   | Command and Control Mobilising Systems | Due to nature of risk there is an ongoing review of existing systems   | AC Logan, Area Commander, Operations Control       | 31/03/2022                | Green - 30% | Review of existing systems ongoing  | 20          | 15            | SDC       | AMLB            |

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| SR ID | Risk ID | Risk                   | Action Description  | Owner                               | Estimated Completion Date | Status      | Control Comments   | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|------------------------|---|-------------------------------------|---------------------------|-------------|--|-------------|---------------|-----------|-----------------|
| 6     | FCS012  | Supply Chain Shortages | Realign workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies. | Acting Director of Asset Management | 31/03/2022                | Green - 70% | Workplans and workloads assessed with opportunities being sought to ensure capital plan is achieved.   | 16          | 8             | SDC       | AMLB            |
| 6     | FCS012  | Supply Chain Shortages | Rephrased Capital Programme, ensuring required levels of governance maintained.   | Acting Director of Asset Management | 31/03/2022                | Green - 70% | Review of capital programme to align to current market conditions progressed.  | 16          | 8             | SDC       | AMLB            |
| 6     | FCS004  | Assets Operational     | Reporting of information to Security Group and further direction required   | Acting Director of Asset Management | 31/03/2022                | Amber - 50% | Outcome and recommendations from Security Consultants received.<br><br>Security Group to consider recommendations but in the interim new physical security measures have been taken across a number of properties. | 12          | 9             | SDC       | AMLB            |
| 6     | FCS003  | Asset Acquisition      | Develop specific project management roles   | Acting Director of                  | 30/09/2022                | Amber - 30% | The interview process was completed but no appointment was made  | 9           | 8             | SDC       | AMLB            |

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| SR ID | Risk ID | Risk                     | Action Description   | Owner                               | Estimated Completion Date | Status      | Control Comments   | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|--------------------------|--|-------------------------------------|---------------------------|-------------|--|-------------|---------------|-----------|-----------------|
|       |         |                          | within the Capital Programme   | Asset Management                    |                           |             | and re-advertisement during 2022/23 required.  |             |               |           |                 |
| 8     | FCS008  | Environmental Management | Develop and Publish Fleet strategy dealing with Carbon Reduction and addressing SG Climate Change Agenda               | Acting Director of Asset Management | 31/03/2023                | Amber - 50% | Due to limited capacity, as a result of Covid, this has been reprioritised for completion during 2022/23. Additional member of staff now recruited with commencement date of December 2021, which will assist with the progression of the Fleet Strategy | 9           | 6             | SDC       | ECMB            |
| 8     | FCS008  | Environmental Management | Working with key partners - Transport Scotland - Scottish government - utilise additional and identified grant funding | Acting Director of Asset Management | 31/03/2022                | Green - 80% | Projects have been scoped and are being delivered with approximately Â£2.6M of additional funding.<br><br>Revised Transport Scotland bid for additional Â£1M being prepared.   | 9           | 6             | SDC       | ECMB            |

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| SR ID | Risk ID | Risk                           | Action Description  | Owner                        | Estimated Completion Date | Status      | Control Comments  | Risk Rating | Target Rating | Committee | Executive Board |
|-------|---------|--------------------------------|---|------------------------------|---------------------------|-------------|---|-------------|---------------|-----------|-----------------|
| 8     | SPPC001 | Service Performance Management | Implement the recommendations of the Business Intelligence review.              | Head of Corporate Governance | 31/03/2022                | Green - 90% | BI Strategy and action plan will be finalised and delivery against the action plan will continue. The action plan is annual against the four-year strategy                                      | 8           | 8             | SDC       | GGB             |
| 9     | SDD003  | Covid-19                       | Supporting the organisational response to Recovery, Reset & Renew from Covid-19 | Head of Service Development  | 31/03/2022                | Green - 75% | The Service is still within the response phase of Covid. Following a move out of response phase the Directorate will determine support necessary to move towards Recovery, Reset & Renew Phase. | 12          | 9             | SDC       | SMB             |

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# Directorate Closed Control Summary

# Appendix 1d

| Control Description   | Risk ID | Risk Name                           | Risk Description  | Control Owner                   | Control Comments  | Committee | Executive Board |
|---|---------|-------------------------------------|---|---------------------------------|---|-----------|-----------------|
| AOP - Develop Ops Response Framework 21/31                                    | 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 Response and Resilience | Literature review of existing policies complete. BA and IC POGs published. Firefighting in Buildings currently under development.<br><br>Superseded by document conversion project which is now in an advanced stage. | SDC       | SMB             |
| AOP - Develop Operational Response and Resilience strategy governance process | 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 Response and Resilience | Full governance arrangements in place for release of new policies. Superseded by document conversion project.   | SDC       | SMB             |



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| Control Description            | Risk ID | Risk Name                             | Risk Description   | Control Owner                     | Control Comments  | Committee | Executive Board |
|--------------------------------|---------|---------------------------------------|--|-----------------------------------|---|-----------|-----------------|
| Conclude Business case process | 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 | Business case completed, the recruitment process has now been completed and verbal offers have been issued on the 5th of October. All LSO's and successfully candidates have been notified and start dates are being arranged | SDC       | SMB             |

# Directorate Closed Risk Summary

# Appendix 1e

Nil Return

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# Directorate Risk Rating Change Summary

## Appendix 1f

| Parent Risk ID | Parent Risk                                 | Risk ID | Risk Name        | Summary  | Risk Owner               | Change Comment   | Revised Risk Rating (PxI) | Initial Risk Rating (PxI) | Committee | Executive Board |
|----------------|---|---------|------------------|--|--------------------------|--|---------------------------|---------------------------|-----------|-----------------|
| 1              | Improve Safety 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 | The interim MTA response solution has been further strengthened by more of the allocated stations agreeing to support SFRS response arrangements. Further MTA training for FDOs and stations has now been completed. This interim response was utilised during the COP26 event and will continue until further notice. Due to interim MTA response being implemented, probability rating for this risk has reduced to 3, therefore overall Risk Rating has reduced from 16 to 12, as agreed at Service Delivery DMT. | 12<br>(3 x 4)             | 16<br>(4 x 4)             | SDC       | SMB             |

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| Parent Risk ID | Parent Risk                                 | Risk ID | Risk Name                           | Summary  | Risk Owner         | Change Comment  | Revised Risk Rating (PxI) | Initial Risk Rating (PxI) | Committee | Executive Board |
|----------------|---|---------|-------------------------------------|--|--------------------|---|---------------------------|---------------------------|-----------|-----------------|
| 1              | Improve Safety and Wellbeing of Communities | SD004   | Standardisation of Service Delivery | <p>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.</p> | Head of Operations | <p>A significant proportion of new format documentation has now been prepared but unable to release due to mobile delivery platform not being available. Latest update following SMB (17/11/2021) this could be approximately six months away. There is an increased risk of revised documentation not available to Frontline Crews. Anything risk critical, however, will always be communicated via urgent instructions etc Risk Rating increased from 8 to 12.</p> | 12<br>(3 x 4)             | 8<br>(2 x 4)              | SDC       | SMB             |

# New Directorate Risks

# Appendix 1g

Nil Return

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# New Directorate Controls Summary

# Appendix 1h

| Risk ID | Control Description  | Risk Description  | Committee | Executive Board | Control Owner  | Control Due Date | Performance | Control Comments                   |
|---------|--|---|-----------|-----------------|--|------------------|-------------|------------------------------------|
| SD001   | Due to nature of risk there is an ongoing review of existing 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. | SDC       | AMLB            | AC Logan,<br>Area<br>Commander,<br>Operations<br>Control | 31/03/2022       | Green 30%   | Review of existing systems ongoing |

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|----------------------|
| Agenda<br>Item: 11.2 |
|----------------------|

**Service Delivery Committee – Thursday 23 February 2022  
Risk Spotlight Briefing Note**

**Risk : Cross cutting risk - Impact of COVID 19-Omicron Variant on Scottish Fire and Rescue Service (SFRS) Operational Response**

Submitted by: Stuart Stevens, Assistant Chief Officer, Director of Service Delivery

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

In late 2021, it was identified that a new variant of COVID-19, known as the “Omicron” variant had been detected in the UK and could potentially have a significant impact on the population.

Consequently, the Scottish Fire and Rescue Service (SFRS) reconvened the All Issues Tactical Action Group and following stakeholder impact assessments, various measures were implemented to protect critical SFRS activities.

In relation to the SFRS’s ability to meet its core statutory Duty of Response, the relevant sections and departments were directed to make resilience arrangements, with business continuity plans processes refreshed and preparations for 25% absence projections developed to identify potential impacts and solutions through effective horizon scanning.

Analysis of the impact of Omicron has shown that absence levels peaked at 28% of operational Staff in December, averaging 22% for the last 2 weeks of 2021.

The consequence of this meant an unprecedented challenge to maintaining appliance availability within the Retained, Volunteer and 5 Watch Duty Systems and Operations Control running at critical Staffing levels, with all available management controls being deployed and Business Continuity protocols being implemented.

The SFRS also had in place preparatory work that ensured processes were in place to maintain Staff Health & Safety such as Station Standards documentation, COVID Risk Assessments etc and the additional controls and mitigating actions were in addition to these established processes.

The below mentioned controls and mitigating actions were implemented to assist the organisation maintain Staff availability to ensure operational resilience throughout the COVID pandemic and additional actions were required due to the Omicron variant.

These additional controls and mitigating actions described above ensured that the SFRS was able to effectively manage operational resilience and meet its statutory duty of Response during peak absence levels experienced by the Omicron variant.

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

**Operations Control**

- Operations Control Resilience Strategy GIN reviewed/amended – reissued;
- Recalled secondments from Rep bodies – 2 staff from FBU;
- Recalled secondments from CCF project for O/T shifts over festive period;
- Training and Systems dayshift staff drafted into OC covering shifts where possible;
- Current trainee course programme amendment to free up training personnel to support OC;

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- On critical staffing – Action taken to mitigate admin calls coming into OC's;
- Retired staff contacted to ascertain if available to provide resilience;
- Control staff with retained contracts – Retained element paused to protect OC bubble (WSDA only) all staff considered;
- Ex OC staff who are now WT FFs brought back into OC where possible;
- Additional support provided by OC Flexi Duty Officer;
- Additional welfare arrangements implemented when below critical staffing levels;
- New overtime procedure implemented to assist with the process; and
- Temporarily transferred managing availability to OC from Central Staffing.

### **RVDS**

- The RVDS response was collated by the RVDS Support Team, who reported that one issue identified was in relation to mitigation measures being applied at LSO level with little or no engagement with the RVDS Team.
- Suspension of drill nights and move to remote learning, drill nights were subsequently re-instated but with crews split over more than one night;
- Crew bubbles created where possible;
- OC/RDS Dual Contractors instructed not to run with RDS unit in order to maintain OC bubble;
- Following agreed use of RDS personnel within 5WDS, RDS appliance availability was closely monitored to ensure no detrimental impact;
- Re-engagement of recently retired/leavers explored;
- Change to Maintenance & testing of equipment arrangements i.e. essential testing still carried out on drill night. Administration of testing regimes altered to maintain COVID bubbles
- Routine cleaning arrangements amended;
- In lieu of no physical training use of LCMS & PDRPro to support maintenance of skills; and
- CRAG process utilised for localised support for multi-agency response/partnership working.

### **5 Watch Duty System**

- Regular review of Business Rules for operational availability including 5WDS leave protocols and review of management of Wholetime Appliance Confidence Levels to reduce impact on CS workload;
- Development and Introduction of Hierarchy guidance to support operational availability through use of Pre-Arranged Overtime, Day Shift Duty Staff, etc;
- 3rd and 4<sup>th</sup> Call briefings arranged to provide overview of Staffing and revised approach;
- COVID-19 NEOP Amended to provide Staffing Guidance;
- ISR SharePoint site made available to record decision making and provide single access point to relevant supporting documents;
- Service Wide communications issued i.e. 5WDS / FDO specific Service Delivery Alerts;
- Relevant operational availability guidance reviewed and updated i.e. OAMS, Capability Removal Guidance;
- Business Continuity Plans reviewed and Task Card created;
- Staff availability forms and databases for RVDS and Day Duty Staff Groups created and communicated;
- Secondment of personnel with Central Staffing experience to provide resilience within Team (2 x SC and 2 Central Staffing Assistants);
- National on Call Command Group Meetings to ensure consistent approach;
- Single Point of Contact for CS to engage with Duty Officers to reduce comms impact on CS Teams;
- Command Group Teams channels used for shared situational awareness across Duty Officers and Strategic Managers;
- Review of work streams and working practices to increase capacity and re align processes to focus on risk critical work; and
- Development of specific COVID absence e form to reduce administrative workload on CS and HR Teams.



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**Flexi Duty Officers**

- FDO Availability Forward Planner extended and populated for horizon scanning and resilience;
- Creation of FDO recorder and reporting tool to audit any use of PAO;
- Process introduced for auditing and review of use of PAO with report to be sent to GC/AC weekly;
- Secondment of personnel with relevant experience to support Team (1 x WC);
- Resilience created within Team by training of Staff and training package created to support (2 WC and 2 x CSA plus refresher training for 2 x CSA);
- Automation of tasks where possible to reduce workload;
- Review of workloads and working practices undertaken, focus on risk critical activities;
- Updating of FDO SharePoint site to provide single access point for relevant information;
- FDO numbers maintained at standard numbers to maintain operational resilience;
- Horizon Scanning FDO availability to identify pinch points;
- Evidence based review of leave protocols undertaken to maintain resilience across Command Groups;
- Comms & guidance produced to assist FDO's in managing updated leave process;
- Engagement with Training function to ensure Training course nominations were processed and impact assessed against Command Cover levels; and
- Induction training package created for all new FDO's to reduce comms traffic into FDO Team.

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

- Scottish Government guidance on isolation rules;
- Impact of SG Guidance changes on SFRS documentation and processes;
- Further changes to self-isolation processes for Staff groups and impact assessment required i.e. ending Self Isolation early and required actions;
- Further COVID19 variants and impact on Staff H&S, availability, etc; and
- Festive/Seasonal Issues (increased absence impact).



# HM Fire Service Inspectorate

**Report to:** SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE

**Date:** 23 February 2022

**Report By:** HM Fire Service Inspectorate

**Subject:** Routine report on HMFSI business

## 1. PURPOSE

- 1.1 To provide the Service Delivery Committee with an update on HMFSI inspection and reporting activity.

## 2. RECOMMENDATIONS

- 2.1 That the Committee notes the update from HMFSI.

## 3. ACTIVITY AND PROGRESS

### 3.1 Local Area Inspections: Work Update

As the Committee will be aware, the Fire Service Inspectorate's current Local Area Inspection (LAI) scheme is a rolling programme which examines the SFRS's approach to the delivery of service within Scotland's 32 Local Authority areas.

Following on from the verbal update provided at the Service Delivery Committee meeting of 24 November 2021 we are pleased to report that we have concluded the inspection of Argyll & Bute and the report was published on 24 December 2021.

The remainder of the fieldwork for the Angus LAI has been finalised and we anticipate to report our findings in March 2022.

### 3.2 Service Delivery Area Inspection

Our LAI process has provided a valuable insight into the systems and processes in place to ensure that SFRS works closely with partners and considers local needs when delivering services to the communities of Scotland.

The current process is however somewhat labour intensive and as a result we are limited in the number of inspections that can be carried out each calendar year. Since the inception of this approach in 2014 we have completed a total 16 LAI's leaving a further 16 to be completed.

In a bid to improve our turnaround and to allow the Chief Inspector to be assured that the SFRS is indeed delivering an efficient and effective Service across the entire country, it is our intention to alter the way in which we carry out inspections at a local level.

From April 2022 we will move to a system of measuring performance against a range of themes across each of the LSO areas within one of the three SDA's

We will aim to provide feedback that can be used to assist the Service on its journey of continuous improvement. Further detail will be provided as planning for this new approach progresses.

### **3.3 Thematic Inspection work**

#### **Health & Safety – An Operational Focus**

The purpose of this inspection was to assess the effectiveness and efficiency of the Service's Health, Safety and Welfare practices with an operational focus. In particular, to review the organisational culture in relation to Health, Safety and Welfare. We set out to consider whether Health and Safety is centred on firefighter safety and assure ourselves that operational staff understand, and can demonstrate, how health and safety is being applied in the SFRS.

A desk-top analysis of Service provided documentation has taken place as well as a number of visits to SFRS premises and interviews with personnel. This will enable us to consider how the Service is using national learning, data and other information to reduce risk and improve the overall safety and welfare of its staff. HMFSI has looked at the governance and management, policy and planning, training and recording arrangements relative to Health and Safety.

The final fieldwork concluded in late December. Following consultation, it is anticipated that the report will be laid in the Scottish Parliament in April 2022.

#### **Firefighting in High Rise Buildings**

The purpose of carrying out this inspection is to review how the Service prepares for, and carries out firefighting, in high rise buildings. In line with building standards, we are using 18 metres as the threshold for the definition of a high rise. While the main thrust of our inspection will be high rise domestic buildings due to the life risk, we will also examine high rise commercial buildings.

Inspectors have been undertaking a desk-top review of documents supplied by the Service and have conducted fieldwork in Aberdeen, Edinburgh, Renfrewshire, Inverclyde, and Dundee. This included interviews with SFRS personnel and accompanying crews on site visits. We also observed a multi-appliance training exercise in an empty high rise block in North Ayrshire.

The fieldwork is expected to conclude in February this year and the report is anticipated to be laid in the Scottish Parliament in May 2022.

### **Update on HMFSI Personnel**

Steven Harkins who was seconded to HMFSI left the Inspectorate on 31 January 2022 to return to the SFRS prior to his retirement at the end of February. We would like to place on record our thanks to the Service for its continued support with regard to the secondment process.

Assistant Inspector Richard Gorst who took up post on 14 April 2020 will leave the Inspectorate on 11 February 2022 to take up a new role at the Fire Service College, Moreton in the Marsh.

### **HM Chief Inspector Robert Scott QFSM**

**Date: 7 February 2022**

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 13.1

|                       | STANDING ITEMS   | FOR INFORMATION ONLY  | FOR SCRUTINY   | FOR RECOMMENDATION                                 | FOR DECISION  |
|-----------------------|--|---|--|--|---|
| <b>31 MAY 2022</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</li> <li>Climate Change</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks:</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>Update from HMFSI</li> <li>Response Times</li> <li></li> </ul> | Climate Change: <ul style="list-style-type: none"> <li>Flooding</li> <li>Future Strategy for HFS Delivery</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> | <ul style="list-style-type: none"> <li>Value Added Statement</li> </ul> |
| <b>30 AUGUST 2022</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> </ul>   | <ul style="list-style-type: none"> <li>Update from HMFSI</li> </ul>                                   | Climate Change: <ul style="list-style-type: none"> <li>Electric Vehicles and Fleet (S Stevens)</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  |
|---------------------------------|--|---|---|---|---|
|                                 | <ul style="list-style-type: none"> <li>- Clinical Governance</li> <li>• Climate Change</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Spotlight Risks:</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>   |   |   |   |   |
| <b>29<br/>NOVEMBER<br/>2022</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</li> <li>• Climate Change</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Spotlight Risks:</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>• Update from HMFSI</li> </ul> | <ul style="list-style-type: none"> <li>•</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  |
|---------------------------------|--|---|---|---|---|
| <b>28<br/>FEBRUARY<br/>2023</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</li> <li>• Climate Change <ul style="list-style-type: none"> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> </ul> </li> <li>• Spotlight Risks:</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>• Update from HMFSI</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> |