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**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 31 MAY 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: 23 FEBRUARY 2022 (attached)** *N Barr*  
*The Committee is asked to approve the minutes of this meeting.*
- 6 ACTION LOG (attached)** *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 Q4 2021-22 (attached) *S Stevens*
  - 8.2 Independent Audit/Inspection Action Plan Update (attached) *R Whetton*
  - 8.3 UFAS Preparing for Implementation Work Group – Work Plan Update (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 ( <i>attached</i> ) | <i>B Farquharson</i> |
| 9.2 | Grenfell Tower Fire - Phase 1 Final Report ( <i>attached</i> )              | <i>S Stevens</i>     |
| 9.3 | National Operational Learning Briefing ( <i>attached</i> )                  | <i>S Nicholson</i>   |

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

**10 CLIMATE CHANGE**

- |      |  |                  |
|------|--|------------------|
| 10.1 | Lithium Ion Battery <i>Technology Update</i> ( <i>attached</i> ) | <i>D Dourley</i> |
|------|--|------------------|

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

**11 SERVICE DELIVERY RISK REGISTER**

- |      |   |                  |
|------|---|------------------|
| 11.1 | Committee Aligned Directorate Risks ( <i>attached</i> )     | <i>R Haggart</i> |
| 11.2 | Risk Spotlight – High Rise Firefighting ( <i>attached</i> ) | <i>M Duffy</i>   |

*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 VALUE ADDED STATEMENT** (*attached*)*N Barr*

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

**14 FORWARD PLANNING**

- |      |  |               |
|------|--|---------------|
| 14.1 | Committee Forward Plan ( <i>attached</i> )   | <i>N Barr</i> |
| 14.2 | Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings ( <i>verbal</i> ) | <i>N Barr</i> |

**15 REVIEW OF ACTIONS***Board Support***16 DATE OF NEXT MEETING**

Tuesday 30 August 2022 at 1000 hrs

**PRIVATE SESSION****17 MINUTES OF PREVIOUS PRIVATE MEETING: 23 FEBRUARY 2022**  
(*attached*)*N Barr*

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

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



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

**WEDNESDAY 23 FEBRUARY 2022 @ 1000 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

Nick Barr, Chair (NB)  
Lesley Bloomer (LBI)  
Malcolm Payton (MP)

Tim Wright, Deputy Chair (TW)  
Angiolina Foster (AF)

**IN ATTENDANCE:**

Ross Haggart (RH)	Deputy Chief Officer
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Gregor Welsh (GW)	Data Team Leader (Item 8.1 only)
Scott Symons (SSy)	Group Commander Project, P&P (Item 8.3 only)
Bruce Farquharson (BF)	Head of Training (Item 10.1 only)
Robert Scott (RS)	Her Majesty's Chief Inspector
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

Rick Taylor, HM Assistant Chief Inspector

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those present and reminded the Committee to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.2 This meeting would be recorded and published on the public website.

**2 APOLOGIES**

- 2.1 Chris Fitzpatrick, Business Intelligence and Data Services Manager

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

- 3.1 The Committee agreed the Operations Control Resilience Management item 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, RS 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.

4.3 For transparency, during the presentation of the Wildfire Strategy Update (Item 10) LBI advised the Committee that a family member worked for Cairngorm National Park Authority. There was no conflict of interest.

## 5 MINUTES OF PREVIOUS MEETING: 24 NOVEMBER 2021

5.1 The following amendments were noted and agreed:

Paragraph 7.3 to be amended to read "*In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS provided assurance to the Committee ...*" instead of "*In regard to the recent power outages within Johnston and Edinburgh Operations Controls, SS assured the Committee ...*".

Paragraph 8.1.8 to be amended to read "... *mindful of potentially driving negative behaviours by robustly focusing on response times ...*" instead of "... *the potential negative impact of robust focus ...*".

Paragraph 12.1 to be amended to read "*Firefighting in High Rise Buildings ...*" instead of "*Firefighting in High Risk Buildings ....*".

5.2 **Subject to these amendment, the minutes of the meeting held on 24 November 2021 were approved as a true record of the meeting.**

## 6 ACTION LOG

6.1 There were no outstanding actions.

## 7 SERVICE DELIVERY UPDATE

7.1 RH 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 4 November 2021 to 4 February 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlights:

- Operational Strategy continues to progress through the appropriate governance route and remains on track for publishing on 1 April 2022.
- Conference of Parties 26 (COP 26) was successful event and thanks were extended to the dedicated project team involved in the planning and delivery of the event. The dedicated team have now been disbanded apart from Area Commander Jim Quinn, who would undertake a full debrief and lessons learned report.
- Publication of the Glasgow School of Art Fire Investigation Report which received some media attention.
- Youth Volunteer Scheme evaluation report has been prepared and would be presented to a future Change Committee and Board meeting to highlight the excellent work undertaken.
- Completion of dignified facilities at Inverness Community Fire Station which highlights the excellent work of the Property Team and the Service's ambition to provide these facilities across Scotland.
- Significant activity and response to Storm Arwen and any lessons learnt have been shared with Scottish Government.
- Revised Trainee Foundation Programme delivery model was now running at the National Training Centre. The four days on, four days off model allows 2 concurrent cohorts to be processed at the same time. This would aid the Service's Covid training recovery plans and had been well received by those involved.



- 7.2 The Committee commented on the comprehensive but succinct information contained within the report.
- 7.3 The Committee welcomed the completion of dignified facilities at Inverness Community Fire Station and commented on the need to continue to progress this work across the wider estate.
- 7.4 The Committee sought clarification on the penetration (PEN) testing referenced in regard to the Command and Control Futures (CCF) project. JD confirmed that the PEN testing was specific to CCF project and was provided by Systel.
- 7.5 With regard to covid recovery plans, the Committee noted that a holistic overview/master plan on recovery activities would be helpful. RH reminded the Committee that a Reset, Recovery and Renew session was scheduled to be delivered at the Board Strategy Day on 24 February 2022. This session would provide a strategic overview on the Services approach to reset and renew and provide the opportunity to discuss the oversight and scrutiny of the next steps towards recovery.
- 7.6 **The Committee scrutinised the report.**

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.1 Quarterly Performance Report for Q3 2021-22**

- 8.1.1 SS introduced GW to the Committee, who presented the performance report for quarter 3 and in addition presented data from the live system. GW highlighted with following key areas:
- The Effecting Entry/Exit narrative (first page) related to a one-off analysis exercise and was not statically comparable to data presented further in the report.
  - Increased number of Deliberate Fires in comparison to previous year.
  - Increased number of Assistance to other agencies incidents during this year.
  - False alarms reported continue to remain high with Unwanted Fire Alarm Signals (UFAS) being a significant component.
  - Number of refuse and vehicle fires remain consistent with previous year.
  - Number of fire fatalities remain consistent with previous years.
  - Retained Duty System Appliance availability were returning to normal levels, following a period of increased availability during lockdown.
  - Number of Road Traffic Collisions were return to normal levels following a period of reduction during lockdown.
  - Increased number of Home Fire Safety Visits and enforcement activity compared to previous year. Increased focus and number of visits to high risk/vulnerable premises.
  - Reduction in Accidental Dwelling Fires, primarily low to medium severity.
  - Increase in Call Handling Times and Response Times. Further investigation to be undertaken to understand the reasons behind the increase.
- 8.1.2 The Committee commented on the data presented within the written report and welcomed the ability to review the live data.
- 8.1.3 With regard to Non-Refuse Secondary Fires, GW noted that these incidents were typically small outdoor fires and were affected by seasonal changes. Due to the large fluctuation in the numbers of incidents, it is difficult to set meaningful targets.
- 8.1.4 With regard to PI 1.08 Number of fire casualties (excluding precautionary checks) and PI 1.09 Number of fire casualties, GW provided an explanation of the difference between these indicators and the justification for recording them separately.

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8.1.5 The Committee commented on the reduction in Fire Casualties exceeding the reduction in Accidental Dwelling Fires. SS indicated that this could be attributed to early detection by householders and it was hoped that the new legislation would continue to improve fire safety measures with premises. SS further noted that approx. 25% of fire fatalities occurred in premises with no fire detection and supported the importance of targeting the high risk/vulnerable groups.

8.1.6 GW confirmed that the target for the completion of fire safety audits in accordance with the Fire Safety Enforcement Framework had been met.

8.1.7 With regard to the effecting entry/exit incidents, it was noted that the increase could be attributed to the greater awareness of our capability by partner agencies, increased pressure being placed on partner agencies and a general increase in the number of incidents. SS noted that these incidents were primarily classified as emergencies (blue light journeys).

8.1.8 The Committee commented on the increases in response times over previous years and queried whether this would be further impacted by the introduction of the preferred UFAS response. SS reminded the Committee that the intention was to reduce UFAS calls, however the level of call challenging would likely increase. As a result, it is anticipated the call handling times could increase, however this would be monitored accordingly.

8.1.9 It was confirmed that vehicle fires figures related to both deliberate and accidental incidents.

8.1.10 Following the introduction of the new legislation, the Committee queried whether the Service were capturing any data relating to the installation of new alarms during HFSV or attendance at incidents. SS noted that the data capture with the current system was limited, however the new Safe and Well system would provide enhanced recording facilities. SS reminded the Committee of the limitations to record additional data within the Incident Recording System (IRS).

8.1.11 It was agreed that a further analysis on HFSV would be beneficial. NB to contact SS to commence discussions on a potential deep dive into HSFV.

**ACTION: NB**

8.1.12 **The Committee scrutinised the report.**

## **8.2 Action Plan and Closing Reports Updates**

Deferred to later on the agenda.

## **8.3 UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED UFAS RESPONSE OPTION**

8.3.1

SS introduced Group Commander (GC) Scott Symons, who would be replacing GC Roy Dunsire on his retirement, to the Committee. SS formally recorded his thanks to GC Dunsire for his work throughout the duration of this project.

8.3.2 SS informed the Committee that following approval from the Board, an implementation plan which takes full account of both the Board and consultation feedback, had been developed for the preferred UFAS response model. SS outlined the 6 key workstreams contained within the implementation plan.

8.3.3 The Committee noted its thanks to GC Dunsire for his excellent work on this project and also for his contributions during his previous role within the Board Support Team.

8.3.4 The Committee requested clarification on the process for monitoring the impact against intended benefits which were identified through the consultation process. SSy confirmed

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that, in conjunction with the performance and data services team, this area was currently being developed and confirmed that the appropriate governance route would be identified.

8.3.5 The Committee sought clarification on the sequence of preparing stakeholders for implementation in advance of the policy being revised. SSy reminded the Committee that the policy was a concept of operations for internal processes on how the Service would respond, from call handling through to post incident stages. SSy informed the Committee that the stakeholder engagement would be undertaken to educate and prepare dutyholders to ensure they were aware of their role, responsibilities and the changes to how the Service would respond.

8.3.6 **The Committee noted the report.**

*(SSy left the meeting at 1100 hrs)*

## **9 OPERATIONAL LEARNING**

### **9.1 SFRS Operational Clinical Governance Framework Update**

9.1.1 JD presented a report to the Committee providing an update on progress made to implement arrangements to deliver the Scottish Fire and Rescue Service Operational Clinical Governance Framework. The following key points were highlighted:

- Memorandum of Understanding (MOU) would be signed by both the SFRS Chief Officer and Chief Executive of Scottish Ambulance Service (SAS) in February 2022.
- Clinical Governance Technical Working Group (TWG) inaugural meeting held and would continue to progress improvements to the clinical interventions.
- Both Training and Operations directorates would continue to progress as part of business as usual.

9.1.2 The Committee thanked ACO Dickie and his team for progressing this work, especially during the particularly challenging few years.

9.1.3 JD informed the Committee that the Service Level Agreement had also been completed.

9.1.4 Brief discussion took place on a potential closing report, the format for update reports and governance route. It was agreed that further discussions would be held off table to discuss how best to progress any future updates.

**ACTION: NB/RH/JD**

9.1.5 **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 with the Grenfell Tower action plan. The following key points were highlighted:

- Further update since preparation of the report, noting that eight actions have now been closed within this reporting report. There were no live actions outstanding.
- Successful delivery of a large scale live training/exercise in December 2021.
- Closing report to be presented to the next Committee meeting and would set out all the actions put in place and supporting evidence.
- HMFSI Thematic Report on High Rise Buildings was still ongoing.
- Focus and direction of Phase 2 and assurance that the Service continues to work closely with Scottish Governance and other partners.

9.2.2 The Committee enquired as to the benefits of having Operational Control (OC) staff present on the incident ground and how this could become incorporated into common practice. SS informed the Committee that, prior to Grenfell, this was an aspiration of the Service, due to the benefits of enhanced communications between OC Incident Support

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Room and personnel on site, enhanced knowledge and understanding of procedures and systems. SS noted that this remained an aspiration and would continue to be progressed.

9.2.3 RS reminded the Committee that he observed both live exercises due to the thematic inspection on high rise buildings. RS recorded his recognition of the high standard of performance at both exercises and welcomed the implementation of lessons learned/policy revisions prior to the second exercise with notable improvement evident during his observations.

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

*(B Farquharson joined the meeting at 1115 hrs)*

*(The meeting broke at 1115 hrs and reconvened at 1120hrs.)*

## 10 CLIMATE CHANGE

### 10.1 Wildfire Strategy Update

10.1.1 SS introduced BF, the Service's subject matter expert and national representative on various Wildfire forums. BF presented a report to the Committee providing an update on the progress being made to deliver the SFRS Wildfire Strategy. The following key points were highlighted:

- Climate change has resulted in milder winters which extend the growing period for vegetation (fuel).
- Frequent significant storms result in fallen (wind blown) trees which are left to waste and adds fuel for wildfires.
- Wildfire cyclical patterns peak between 6-9 years.
- Wildfire Strategy features prevention, response and partnership themes.
- Significant work undertaken with partners as part of the Scottish Government Visitor Management Strategy which has raised the profile of the fire prevention initiative and good quality messaging being shared with partners/public.
- Response strategy – identified locations for Tier 2 (support) and Tier 3 (response) specialist response stations across Scotland. Procurement of equipment/vehicles is ongoing and arrangements are in place for the storage/transport of equipment. Ongoing engagement with stations impacted by the strategy.
- Support from rural communities were essential, however this requires to be co-ordinated to ensure that it was both effective and safely undertaken.
- NatureScot was the licensing authority for all Muirburn activities in Scotland. In partnership with NatureScot and the Scottish Gamekeepers Association, the Service were leading on the development of a muirburn training package. This has received positive interest from partners and also HRH Prince of Wales.
- Research undertaken with James Hutton Institute, University of Manchester and University College London to develop a fire danger rating for Scotland. The current system is based on a Canadian model.

10.1.2 The Committee thanked BF and his team for their continued work in this important area.

10.1.3 The Committee were reminded that one single wildfire incident in 2019 released double the UK's annual carbon release target within 6 days, with most of this coming from windblown trees.

10.1.4 The Committee noted the cyclical pattern (peaks between every 6-9 years) of Scottish Wildfires and asked whether this was a reliable trend. BF confirmed that this was a reliable trend which was based on global weather conditions, fuel growth patterns, historical data and other related issues.

10.1.5 The Committee enquired about the aspirations and hopes for the Service to be able to influence and support wildfire management beyond Scotland. BF informed the

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Committee that the Service have good relations with the Pau Costa Foundation, who are European leaders in wildfire development training and fire analysis. The Service are also part of the EU consortium, under the Project Horizon 2020 banner, looking at natural events predication and management systems and also to develop relationships with other EU countries facing similar issues. BF noted that the National Fire Chief Council (NFCC) are working to align with the International Search and Rescue Team (ISAR) to develop a national wildfire response which could be deployed overseas.

- 10.1.6 The Committee queried how the Service would assess how effectively the prevention messaging was being received. BF noted that under the banner of the Wildfire Forum, the Service would provide consistent and supportive messaging which would be tailored appropriate for the audience, ie crofters, gamekeepers, public, etc. The Service would also undertake a self-audit on how effectively the message was being received and understood.
- 10.1.7 BF confirmed that the training package, developed in partnership with NatureScot and the Scottish Gamekeepers Association, would be delivered in Scotland. A training provider had still to be identified. Following accreditation from Lantra, their accredited trainers would be able to deliver the training. BF outlined how the Muirburn licencing process would be introduced and the potential impact on Muirburn incidents/practices. BF highlighted the benefits of engaging with communities, as the Cairngorm National Park Authority who were previously resistant to prescribed burning were now seeking assistance to reduce incidents.
- 10.1.8 The Committee commented on the financial implications/opportunities and the enhanced political interest in this area of work. It was noted that it may be beneficial to proactively engage/brief other political parties to highlight the progress being made and this would be discussed further off table. SS informed the Committee that a business case was being prepared to request additional support from Scottish Government to continue this work.
- 10.1.9 BF confirmed that this area of work was linked with the Service Delivery Model Programme to avoid any conflict or challenge.
- 10.1.10 BF advised the Committee that 3% of wildfires incidents were caused by Muirburn and the main cause was attributable to the general public (accidental).
- 10.1.11 **The Committee noted the report.**

*((BF left the meeting at 1205 hrs))*

## 11 SERVICE DELIVERY RISK REGISTER

### 11.1 Committee Aligned Directorate Risks

- 11.1.1 RH presented the Service Delivery 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.
- 11.1.2 The Committee sought clarification on the difference between SD001 (Command and Control Mobilising Systems) and SD003 (Operational Availability Systems). SS confirmed that SD001 related to operations control mobilising systems and SD003 related to the supporting systems which monitoring Retained/Volunteer Duty System (RVDS) appliance availability.
- 11.1.3 With reference to the interim Marauding Terrorist Attack (MTA) response, SS noted that the current interim response was in place until 31 March 2022, engagement was ongoing to extend this interim response and negotiations were ongoing to identify a permanent resource.



11.1.4 With reference to SD004 (Standardisation of Service Delivery), SS commented on the ongoing challenges with the mobile delivery platform and provided assurance that work was ongoing to identify a solution.

11.1.5 **The Committee noted the report.**

11.2 **Risk Spotlight - Omicron: Emerging Risk and Impact on Operational Availability**

11.2.1 SS presented the risk spotlight briefing note and highlighted the following:

- Key themes focus on ongoing impact of Covid on service delivery, setting out actions and control measures in place and being deployed in response.
- Significant impact of Omicron variant over the festive period which fully tested the Service's business continuity planning arrangements.
- During the emergence of the Omicron variant, Scottish Government requested the Service model a 25% absence level projection to provide assurance on continue provision of statutory duties.
- Tactical Action Group, Gold Command and Community Resilience Assistance Group were stood up in preparation.
- Learning over the previous 2 years were drawn upon.
- Peak absence level was 28%, averaging 22% throughout December 2021/January 2022. Normal business as usual level average 10%.
- Due to restrictions on training, a further 5% shortfall of the current TOM had to be factored in.
- Examples of actual and required attendance levels for Wholetime personnel.
- Absence levels were not even across staffing groups, watches or locations.
- Flexi Duty Officers and Operation Control (OC) staff were significantly impacted. Grateful for the support of existing OC staff, former OC staff and Central Staffing Team during this particularly challenging period.
- Structured debrief, evaluate existing measures and further development of business continuity plan.

11.2.2 The Committee complimented the staff and management on their dedication, efforts and ability to continue to meet their statutory duties during this unprecedented challenging period.

11.2.3 With regards to future activity reports, SS noted that the HFSV stats may be reduced during this period. However, SS did not anticipate any impact on responses times, operational duties, which highlighted the professionalism and dedication of the staff.

11.2.4 **The Committee noted the risk spotlight report.**

*(R Whetton joined the meeting at 1225 hrs)*

**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:

8.2.2 Fleet and Equipment Action Plan

Complete and formal closure report to be presented to the next meeting.

8.2.3 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 (ESMCP). Overall RAG rating was red, due to original timescale not being met and was noted as 90% complete.



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- 8.2.4 Brief discussion took place on the implications and confidence levels of integration with Airwave post CCF, the suitability of the current tablet and the Service continued involved in the larger EMSCP project.
- 8.2.5 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 86% complete.
- 8.2.6 Command and Control: Aspects of the Incident Command System Action Plan  
Total of 25 actions with 5 live actions outstanding and 20 actions completed. Overall RAG rating was amber due to slippage in timescales and was noted as 93% complete.
- 8.2.7 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 slippage from the original timescales and was noted as 99% complete.
- 8.2.8 Local Area Inspections (LAI) National Recommendation Action Plan  
Total of 10 actions with one live action outstanding. Overall RAG rating was green and was noted as 92% complete.
- 8.2.9 RW noted the Committee's comment relating to the presentation of In Progress/Completed actions on the dashboard and how this could potentially be misinterpreted.
- 8.2.10 **The Committee noted and scrutinised the report.**

**12 UPDATE FROM HM FIRE SERVICE INSPECTORATE**

- 12.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
- Argyle and Bute Local Area Inspection (LAI) was published in December 2021.
  - Angus Local Area Inspection: Fieldwork complete, draft report which is out for consultation contained 2 local recommendations.
  - New Service Delivery Area Inspection (SDAI) processes and aims were outlined. The first SDAI would be carried out on the East Service Delivery Area.
  - Thematic Inspection Health and Safety – An Operational Focus: Initial draft reported has been shared with the Service. Formal consultation to commence (March 2022) and the final report will be laid before Parliament in April 2022.
  - Thematic Inspection Firefighting in High Rise Buildings: Fieldwork was ongoing. Final report expected to be laid before Parliament in May 2022.
  - Future thematic inspections were Operational Impact of Climate Change and Mental Health and Wellbeing.
  - Update on HMFSI Personnel: Pending retirement of Steve Harkins and resignation of Richard Gorst, who has taken up a post at the Fire Services College. Recruitment processes underway to backfill these positions.

12.2 The Committee welcomed the Inspector's approach to review and highlight best practice.

12.3 **The Committee noted the report.**

**13 FORWARD PLANNING****13.1 Committee Forward Plan**

- 13.1.1 The Committee noted the forward plan and confirmed no additional items.
- 13.1.2 For the next meeting, it was confirmed that the Climate Change item would be Electric Vehicles and Fleet and a report on Response Times would also be presented.

**DRAFT - OFFICIAL****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 2 formal actions recorded during the meeting.

**15 DATE OF NEXT MEETING**

15.1 The next meeting is scheduled to take place on Wednesday 31 May 2022.

15.2 There being no further matters to discuss, the public meeting closed at 1300 hours.

**PRIVATE SESSION****16 OPERATIONS CONTROL RESILIENCE MANAGEMENT**

16.1 SS introduced David Farries, Head of Operations and Area Commander Libby Logan, who would be presenting an overview on the impact on OC staff due to the current circumstances, the management of the legacy systems beyond the 31 March 2022 and the resilience measures in place.

## SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG



### Background and Purpose

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

The status of actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 2 actions. A total of 2 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 2 actions noted as completed (Blue status), note no action categorised as Green status and note no actions categorised as Yellow status on the action log.

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Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
<b>Service Delivery Meeting Date: 23 February 2022</b>						
<b>Item 8.1.11</b>	<b>Quarterly Performance Report for Q3 2021-22:</b> Chair of SDC to write to the Director of Service Delivery around a further deep dive into HFSV's.	<b>NB/SS</b>	<b>May 2022</b>		<b>May 2022</b>	<b>Completed (31/05/2022):</b> Forward plan updated to capture the deep drive HFSV report coming forward to 30 August 2022 meeting.
<b>Item 9.1.4</b>	<b>SFRS Operational Clinical Governance Framework Update:</b> Further discussion between Chair of SDC and DCO/Director of TSA on how best to take forward future updates.	<b>NB/RH/JD</b>	<b>May 2022</b>		<b>May 2022</b>	<b>Completed (31/05/2022):</b> Update report to be presented to the next meeting.

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/10-22

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	31 MAY 2022						
Report Title:	SERVICE DELIVERY UPDATE REPORT						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on 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 5 February to 13 May 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.						

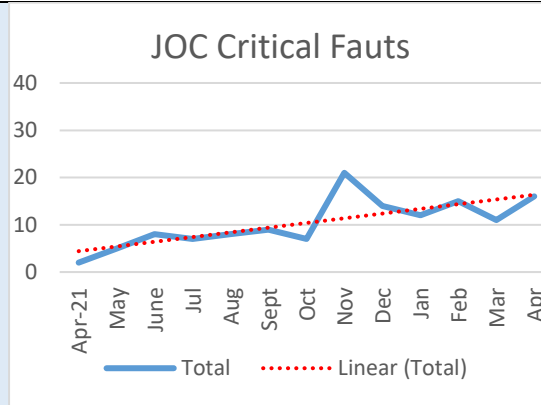
5.2 5.2.1	<b>Financial</b> Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> 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 5.4.1	<b>Workforce</b> Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	<b>Health &amp; Safety</b> 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 5.6.1	<b>Training</b> Specific details in relation to operational training are contained within Appendix A.
5.7 5.7.1	<b>Timing</b> This report covers the period from 5 February to 13 May 2022 and, where appropriate, the period prior to and following this.
5.8 5.8.1	<b>Performance</b> A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.9 5.9.1	<b>Communications &amp; Engagement</b> Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.10 5.10.1	<b>Legal</b> Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.11 5.11.1	<b>Information Governance</b> <i>DPIA completed Yes/No. If not applicable state reasons.</i> A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.12 5.12.1	<b>Equalities</b> <i>EIA completed Yes/No. If not applicable state reasons.</i> A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.13 5.13.1	<b>Service Delivery</b> This report provides an update to SDC on service delivery related matters.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable.



<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A: Service Delivery Update.	
<b>Prepared by:</b>	Service Delivery, and Training, Safety and Assurance Directorates	
<b>Sponsored by:</b>	Ross Haggart, Deputy Chief Officer	
<b>Presented by:</b>	Ross Haggart, Deputy Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
This report supports the SFRS Objectives of <i>Prevention, Response</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>31 May 2022</i>	<i>For Scrutiny</i>

SERVICE DELIVERY UPDATE

SERVICE DELIVERY DIRECTORATE																																																																																					
OPERATIONS																																																																																					
<p><u>Item</u>  <b>Command and Control Contingency Planning</b></p>	<p><u>Commentary</u>                      BAU system performance continues to be closely monitored with regular reports provided to the Command and Control Futures Board and Service Delivery OC Contingency Group.                      All OC staff carry our regular training exercises to ensure resilience procedures are effective and understood.                      Work is being carried out with the System supplier for DOC and EOC to create a further layer of resilience by an addition of a backup system which will provide mobilising functionality should a major outage occur within our current systems in those areas.                      Low staffing continues to be an issue, however 12 new trainees started on 25 April and 15 more will start in August. Work is also being carried out to address the high attrition rate within the OCs.</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>Apr-21</td><td>15</td><td>22</td></tr> <tr><td>May</td><td>18</td><td>22</td></tr> <tr><td>June</td><td>28</td><td>22</td></tr> <tr><td>July</td><td>25</td><td>22</td></tr> <tr><td>Aug</td><td>28</td><td>22</td></tr> <tr><td>Sept</td><td>32</td><td>22</td></tr> <tr><td>Oct</td><td>22</td><td>22</td></tr> <tr><td>Nov</td><td>22</td><td>22</td></tr> <tr><td>Dec</td><td>20</td><td>22</td></tr> <tr><td>Jan</td><td>28</td><td>22</td></tr> <tr><td>Feb</td><td>22</td><td>22</td></tr> <tr><td>Mar</td><td>15</td><td>22</td></tr> <tr><td>Apr</td><td>18</td><td>22</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>Apr-21</td><td>20</td><td>20</td></tr> <tr><td>May</td><td>12</td><td>19</td></tr> <tr><td>June</td><td>18</td><td>18</td></tr> <tr><td>July</td><td>22</td><td>17</td></tr> <tr><td>Aug</td><td>22</td><td>16</td></tr> <tr><td>Sept</td><td>15</td><td>15</td></tr> <tr><td>Oct</td><td>12</td><td>14</td></tr> <tr><td>Nov</td><td>15</td><td>13</td></tr> <tr><td>Dec</td><td>25</td><td>12</td></tr> <tr><td>Jan</td><td>15</td><td>11</td></tr> <tr><td>Feb</td><td>12</td><td>10</td></tr> <tr><td>Mar</td><td>15</td><td>9</td></tr> <tr><td>Apr</td><td>10</td><td>8</td></tr> </tbody> </table> </div> <p>DOC continue to experience issues with both the mobilising system and telephony. However, it should be noted that faults in DOC have improved considerably since work was carried out to improve the functionality of the data writer.</p>	Month	Total	Linear (Total)	Apr-21	15	22	May	18	22	June	28	22	July	25	22	Aug	28	22	Sept	32	22	Oct	22	22	Nov	22	22	Dec	20	22	Jan	28	22	Feb	22	22	Mar	15	22	Apr	18	22	Month	Total	Linear (Total)	Apr-21	20	20	May	12	19	June	18	18	July	22	17	Aug	22	16	Sept	15	15	Oct	12	14	Nov	15	13	Dec	25	12	Jan	15	11	Feb	12	10	Mar	15	9	Apr	10	8
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**Operational Strategy**

Faults arising in JOC are on the increase – these are mainly associated with the telephony and radio systems, with various connectivity issues occurring. The mobilising systems is running at a steady state. The spike in November was due to the issues which arose after a significant power outage which has been the subject of a full debrief.

The Operational Strategy was launched on the 1 April 2022. The Strategy is an overarching document detailing our approach to meeting our short, medium and long term operational needs. It encompasses 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 6 ‘Concept of Operations’ that highlight areas of future focus across Appliances & Equipment, Firefighting, Height, Wildfire, National Fire Resilience (Scotland) and Operational Communications.

The Future Concepts team continue to work 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 stakeholder’s needs (e.g. concise, video, audio, pictorial). This will be an iterative process with new content being added to maintain interest from staff.

The Strategy was presented to Senior Management Board (SMB) and Strategic Leadership Team (SLT) prior to its launch on 1 April 2022.

Work is now underway on ‘bringing the strategy to life’ and establishing how the creation of the implementation plans will assist planning in terms of capital and resource budgeting, procurement, Research & Development and Training. An Asset Management Liaison Workshop was held on the 10 May, this proved highly beneficial in giving all stakeholders a deeper understanding.

**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 8 with the remainder being incorporated in appropriate concept of operations and driven by capability leads situated in Local Senior Officer (LSO) areas.





<p><b>Staffing Solutions Team</b></p>	<p>A dedicated team has been established within the Operations Function to directly support the Staffing Tactical Action Group (STAG) that has been stood up to consider the operational impact of the reduction of staff numbers brought about by COVID impacts and recent pension changes.</p> <p>This small Staffing Solutions Team (SST) is led by an Area Commander and consists of representatives from Operations, Training and HR with reach into SPOCs within other Functions such as Finance, H&amp;S &amp; On Call Improvement. Links have been confirmed with Fire Bridage Union (FBU) and Fire and Rescue Services Association (FRSA) colleagues.</p> <p>The stated purpose of the SST is to maximise our attraction, recruitment, retention and development of operational personnel to maintain respective Target Operating Models (TOM). As well as the development, testing and deployment of solutions to manage and improve operational availability with a particular focus on Firefighter safety and command competence at all levels.</p>
<p><b>On Call Improvement Programme</b></p>	<p>The On Call (note change of nomenclature) Improvement Programme is progressing well under all 3 individual projects that constitute it. 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 On Call Support Team (consisting of individuals with vast Retained Duty System (RDS) experience) working within the Operations Function provide resources, subject matter expertise and general help and guidance to all project leads; this has been broadened out further with the Team providing direct support to the SST. 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 Retained/Volunteer Duty System (RVDS) lens.</p> <p>Recent successes have been the introduction of an improvement plan designed to streamline the recruitment process, the continuation and promotion of the Pre- Employment Engagement Programme (PEEP) (soon to be rebranded as PREP – Pre- Recruitment Engagement Programme) and the creation of an extensive Recruitment Toolbox that gives all LSO areas access to various attraction and recruitment materials for tailored use locally.</p> <p>A current reprioritisation of work and consideration of milestones has been brought about by the need to expedite elements of the programme in support of STAG. An example of this is the acceleration of the migration of On Call staff to Whole Time. Challenges also exist in terms of capacity of the On Call Support Team and the unanticipated retirement of 2 of the individual Project Managers.</p> <p>The work of the programme is reported through the National On Call Leadership Forum and scrutinised by the RVDS Improvement Programme Board, Senior Management Board and the Change Committee.</p>

<b>PREVENTION AND PROTECTION</b>	
<u>Item</u>	<u>Commentary</u>
<b>Glasgow School of Art</b>	The Fire Investigation Report for the Glasgow School of Art incident on the 15 June 2018 has been completed and launched. The final report recommendations will be taken forward through a multi-agency approach. This work will acknowledge Human and Organisational behaviour elements, that have been recently highlighted as an area where SFRS could improve processes and investigative practices.
<b>Cameron House Fatal Accident Inquiry</b>	The service continues to fully support the COPFS in relation to the Fatal Accident Inquiry (FAI) proceedings for Cameron House. Prevention and Protection (P&P) have seconded Area Commander to lead the FAI team, that includes Legal Services and other stakeholders from across the Service.
<b>Grenfell</b>	<p>A closing report that details the Service response to Phase 1 of the Grenfell Tower Inquiry is complete and due for submission to Directorate Management Team (DMT). The SFRS have taken cognisance of each recommendation applicable from the Grenfell Tower Inquiry (GTI) Phase 1 Report, with significant development across SFRS detailed within the SFRS report.</p> <p>Phase Two of the Grenfell Tower Inquiry is underway with SFRS and partners identifying draft recommendations. This will enable actions to be identified and required improvements progressed or delivered whilst the inquiry continues to meet.</p>
<b>Fire Safety Enforcement</b>	<p>Fire Safety Enforcement (FSE) recently introduced additional Auditing Officers to bolster the Recover, Reset and Renew workstreams in the wake of the Covid pandemic. These resources will support FSE addressing the audit backlog whilst ensuring BAU and delivery of the Fire Safety Framework priorities. Prosecution work includes SFRS raising reports in relation to two incidents, whilst supporting COPFS with two FAIs.</p> <p>The first stages of introducing a Competency Framework for FSE (to align with NFCC) have been taken with the procurement of appropriate modules to ensure new and existing FSEO staff are appropriately qualified to undertake auditing work. Next stages include the acquisition of a Requisite Prior Learning (RPL) package, followed by further framework and competency pathway development.</p>
<b>Fire Investigation</b>	Fire Investigation continue to meet the operational demand across Scotland. The FI restructure is due for implementation on 13 June 2022, which will see a shift of resources, to more effectively align them to demand. The restructure will provide capacity to expand and develop the FI role to ensure all learning from incidents attended by FI is fed into the wider Service to support continuous improvement.
<b>Fire Engineering</b>	The Fire Engineering (FE) function continues to deal with all statutory consultations from Local Building Control Officers. The recently appointed Station Commander as FE Team Leader is prioritising the development of the FE team and ensuring that communications between all P&P functions, and Operations are improved. Priorities for FE will also include up skilling operational staff with regard to FE principles, and



<p><b>Community Safety Engagement</b></p>	<p>making improvements to how SFRS manage new premises requiring OI (specifically where FE features).</p> <p>Engagement sessions carried out with Highland and WIOS CAT team and RVDS Watch Commanders. Areas were able to provide feedback to the P&amp;P function on additional guidance and training required in relation to CSE.</p>
<p><b>Children and Young People</b></p>	<p>A Children and Young Person CPD event was held via Teams webinar which hosted speakers from SFRS and partners. Content included; The Promise &amp; Corporate Parenting, Youth Employment Strategies, Save a Life for Scotland-engaging young people, P&amp;P Strategic outcomes and Research from Young Scot on Covid's impact on youth mental health.</p>
<p><b>Fire Safety Support and Education</b></p>	<p>Previously Firesetter Intervention, Fire Safety Support and Education (FSSE) Policy, procedure and guidance is available on iHub. Training dates have been sent to LSO areas for those who wish to become Fires Advisors.</p>
<p><b>Youth Engagement</b></p>	<p>CoreSkills Youth Engagement and FireSkill training dates have been sent to LSO areas and will be delivered by the Prevention team May – July 22.</p>
<p><b>Induction Training</b></p>	<p>Prevention team delivered induction training to Community Safety Advocates and new CFFs to support the CSE development record.</p>
<p><b>Ukrainian Support</b></p>	<p>Home fire safety information for Ukrainian families shared with SG and Wheatley Group (Ukrainian language and pictorial versions).</p>
<p><b>Smoke Detection</b></p>	<p>New alarms delivered by end of financial year allocated to CoG, Lanarkshire and FWL. Training on new alarms delivered to all CAT Teams in Glasgow, FWL, and Lanarkshire. Guidance added to LCMS for crews.</p>
<p><b>Biker Down</b></p>	<p>All Biker Down groups have now completed volunteer paperwork and are preparing to begin courses immediately under the management of local P&amp;P GC. Handbook in draft.</p>
<p><b>NFCC Standards</b></p>	<p>NFCC Safeguarding Standards review complete, with service gaps identified.</p>
<p><b>Youth Volunteer Scheme (YVS)</b></p>	<p>YVS year 1 Evaluation report presented to SLT and sent to SG. YVS National Officer continues to offer support to LSO areas to implement schemes 6-15. A further NOI internal recruitment process for volunteers is underway.</p>
<p><b>UFAS</b></p>	<p>Following SFRS Board decision to progress Option A with some additional exemptions and an extension to implementation date, the draft implementation work plan was reviewed and updated for presentation at SDC in February 2022. The development of the new suite of AFA/UFAS policy documents was agreed and formation of sub-groups to support the 6 workstreams to support the implementation of the preferred response model commenced. To reflect the change from options appraisal to implementation relevant documents including Terms of Reference and the Risk Register were reviewed and updated to ensure continued relevance.</p>

<b>Safe and Well</b>	The Safe and Well (S&W) pilot visits went live in February 2022. The ICT S&W System completed testing, Seven Community Safety advocates across 4 LSO Areas (LAN, SCF, WIOS, Highland) were issued laptops and 4G dongles, completed training modules and commenced S&W visits taken from CSET high risks. Referral partner engagement and Data Sharing Agreements are in progression. Communications material for use in visits has been developed and a draft communications and engagement strategy underway. A pilot evaluation and data analysis sub-group has been established. Project extension agreed to August 2022.
<b><u>Service Delivery Areas</u></b>	<b>NORTH</b>
<p><u>Item</u> <b>NSDA Fire Safety Enforcement Seminar</b></p> <p><b>Positive Action</b></p> <p><b>Partner Co-Location</b></p> <p><b>HMFSI Local Area Inspection</b></p>	<p><u>Commentary</u> A NSDA Fire Safety Enforcement Seminar was facilitated for all FSEOs and Auditing Officers. The seminar covered Case Studies, the Auditing Officer Role, an update on UFAS stakeholder engagement, a discussion on the delivery of the North Local Enforcement Delivery Plan and Audit performance within the North. These seminars with run throughout the year and are designed to encourage peer to peer support networks across LSO boundaries in the North SDA, sharing learning and best practice and monitoring performance.</p> <p>Four female RDS personnel interviewed by BBC Alba and Press &amp; Journal at Invergordon to promote female staff recruitment within Highland and the wider service. Interviews resulted in positive social media coverage.</p> <p>NSDA continues to receive request from Scottish Ambulance Service in relation to potential co-location opportunities. Local Senior Officers are actively seeking opportunities to co-locate with partners where this would assist SFRS with regards to management and future planning for its property portfolio.</p> <p>The Angus Local Area Inspection Report was published in March 2022. The findings within the report were in the main very positive and highlighted the good work of staff within the area. A small number of recommendations will now be progress locally to ensure continuous improvement with progress being monitored through the Senior Management Board.</p>
<b><u>Service Delivery Areas</u></b>	<b>EAST</b>
<b><u>Item</u></b> <b>Height Appliances</b>	<p><u>Commentary</u> 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 a welcome addition to the fleet. Commissioned into service at the beginning of March, initial feedback from the operational crews is very positive and personnel at Crewe Toll demonstrated the full capabilities of the vehicle at an engagement opportunity with the Minister for Community Safety.</p>

<p><b>Fire Fighter Charity Event</b></p>	<p>A collaboration between the SFRS, Firefighters charity, William Woods watches and Saltire Motorcycles saw £10,800 raised for the Firefighters charity. The charity event held in Edinburgh saw a fire themed customised motorcycle auctioned.</p>  
<p><b>HMFSI</b></p>	<p>The Head of Service Delivery for the East of Scotland and Local Senior Officers for the East of Scotland have met with Robert Scott, HM Chief Inspector. The engagement session was an opportunity to discuss and prepare for the upcoming East of Scotland Service Delivery Area inspection. The event was warmly received by all and has allowed the East Service Delivery Area Management Team to begin planning for this comprehensive inspection.</p>
<p><b><u>Service Delivery Areas</u></b></p>	<p><b>WEST</b></p>
<p><b><u>Item</u></b>  <b>On Call Recruitment for Remote/Rural Communities</b></p> <p><b>Partnership Approach to Water Safety (PAWS)</b></p>	<p><b><u>Commentary</u></b>                  Recruitment for some community areas has historically been a challenge. EWDAB have been working extremely hard to reverse this trend. In 2021 EWDAB received a total of 67 applications for On Call roles and in 2022 this figure is already up to 93. The area is recruiting more female applicants who see themselves fulfilling the On-Call role within their communities. In 2021 EWDAB received 6 applications from females, in 2022 to date the area has received 11 with 4 further recruitment intakes still to go this year. STV recently highlighted a story regarding 5 On Call female firefighters from Campbelltown Community Fire Station.</p> <p>A number of areas have now signed up to PAWS and have completed their initial meetings with counterparts in Police Scotland, HM Coastguard, RNLI &amp; Council representatives. This partnership has been established due to the number of water fatalities partners have had to</p>

<p><b>Dumfries &amp; Galloway Road Safety Partnership (D&amp;G RSP)</b></p>	<p>deal with. The purpose is to engage with members of the public to educate them in the dangers of various types of waterways and to be safe. Areas have been holding open days at various sites, pre Easter holidays and are now making a big push for partnership engagement in the run up to the summer holidays.</p> <p>D&amp;G RSP, motorcycle safety initiative in partnership with Stenaline, targeting the North West 200 motorcycle event in Northern Ireland (09-15 May 2022). This event attracts riders from around the UK, with thousands of motor bikes passing through Dumfries and Galloway (D&amp;G) on the days prior to and following the event. With an increase in the number of biker fatalities and those seriously injured on the region's roads over the last few years, many of them involving transient bikers from out with D&amp;G, an initiative of this type is seen as an ideal opportunity to engage and educate.</p>
<p><b>Multi Agency Exercises (On-going Work)</b></p>	<p>Multi-Agency exercises are being carried out throughout the West with the main focus being on Upper Tier COMAH sites. These are now being reestablished following the Covid restrictions being lifted and allow LSO Areas to preplan and reschedule these exercises/visits to update operational intelligence and improve firefighter safety. These exercises and visits will provide development and familiarisation for those involved and afford personnel the opportunity to train and work alongside our partners.</p>

<b>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</b>	
<b>Command and Control Futures</b>	
<u>Item</u>	<u>Commentary</u>
<b>Testing</b>	The Test Team continues to develop and run tests in all areas of the system available to them, with in excess of 1800 having been attempted since the commencement of UAT. Ultimately, progress towards completion will only be achieved with the completion of Airwave connectivity and the provision of a stable and functioning version of the software.
<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 had slipped between 1 and 16 weeks from the original planned. Voice connectivity is in place at all three locations and the balance of the work is forecast to be complete between Oct and Nov 2022.
<b>Training</b>	Training is again a sequential activity, which fundamentally requires a functioning, low defect and configured system.
<b>Scottish Government Digital Assurance Office (DAO) Review</b>	Resultant Action Plan completed 30 April 2022
<b>Rectification Plan</b>	Progress against the plan is monitored at project level weekly and Board level monthly. The latest update from the April CCF Board indicates completion of the plan in May 2022, which represents a significant slip from the original schedule.
<b>Delivery timeline</b>	<p>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 issues. This is closely monitored and communicated between the CCF Project and Service Delivery colleagues. 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 project; this ensures the avoidance of timeline clashes.</p>
<b>Management of Risk</b>	<p>This continues to be done through:</p> <ul style="list-style-type: none"> <li>• Risk and issue logs;</li> <li>• Governance and reporting;</li> <li>• Contractual Management;</li> <li>• Legal Review;</li> <li>• Resilience and monitoring (existing CCMS).</li> </ul>



<b><u>Operational Assurance</u></b>	
<b><u>Item</u></b>	<b><u>Commentary</u></b>
<p><b>Analytical Risk Assessment (ARA) Thematic Audit Report</b></p>	Action plan has been issued to risk holders for progression.
<p><b>Paul's Hair World Fire (Manchester) case study gap analysis report</b></p>	Action Plan has been issued to risk holders for progression.
<p><b>NOL Action Note Lithium Ion Batteries</b></p>	Action plan has been issued to risk holders for progression. A recommendation from this report was for the formation of an Organisational Learning Group (OLG). The OLG is now established with a primary focus to progress ongoing and emerging operational risks across the SFRS.
<p><b>Debrief reports for the following incidents are in final draft:</b></p> <ol style="list-style-type: none"> <li>1. Elephant House Café Fire (Level 4)</li> <li>2. Gorse Park Gas Explosion (Level 4)</li> <li>3. Johnstone OC Power Outage</li> </ol>	Final reports and associated action plans will be presented to the NSAB in due course.
<p><b>Supervisory Manager OA Engagement Sessions complete in NSDA and ESDA. WSDA sessions to begin May 2022</b></p>	This is a project to promote and embed OA at supervisory level across the SFRS. Every supervisory manager will be invited to attend an engagement session. RVDS supervisory managers, day duty supervisory managers and Flexi Duty Officers will be included in the roll out in due course.
<p><b>OA facilitated a structured debrief via Teams on 22/04/22 for the Level 5 fire at Katherine Street, Livingston</b></p>	Debrief report and associated action plan will be presented to the NSAB in due course.
<p><b>OA are reviewing 3 x Action Notes published by NOLUG:</b></p> <ol style="list-style-type: none"> <li>1. Sub Surface Rescues;</li> <li>2. Reinforced Autoclave Aerated Concrete; and</li> <li>3. Network Rail Guidance for Emergency Services</li> </ol>	OA are undertaking a full gap analysis of NOLUG recommendations and will present the outcomes to the SASG/NSAB in due course.
<p><b>Frontline Updates.</b></p>	Outcomes from the measurement of asbestos fibre during live burn trials published. Future Frontline Updates being developed:



<p><b>Review of Carbon Monoxide related incidents</b></p> <p><b>SMARTEU Engagement</b></p> <p><b>Review of OARRS</b></p>	<ol style="list-style-type: none"> <li>1. Low Speed Manoeuvre Safety Events;</li> <li>2. Elephant House Café debrief outcomes;</li> <li>3. Fire Investigation Units; and</li> <li>4. Fires in Solar Panels.</li> </ol> <p>Report presented to Operations function and an Awareness Briefing was issued on 3 March 2022.</p> <p>OA will be delivering a presentation on OARRS to the SMARTEU Board and Scottish Government in due course.</p> <p>A Microsoft online survey form has been developed and issued across the SFRS to capture feedback on OARRS functionality from a user perspective. Outcomes will be utilised to influence future development of the system.</p>
<p><b><u>Operational Training</u></b></p>	
<p><u>Item</u></p> <p><b>Command Competence Review (CCR) Procedure</b></p>	<p><u>Commentary</u></p> <p>All SFRS personnel who undertake the role of Incident Commander are required to demonstrate competence on a periodic basis via an Incident Command Assessment (ICA).</p> <p>Recommendation 36 of the Training Continuous Improvement Plan reads “It is proposed to utilise the current Operational Assurance (OA) process to reaccredit Incident Command Currencies”, and this recommendation formed the basis for this procedure.</p> <p>A short term working group was established with representation from each Service Delivery Area (SDA), Operational Assurance (OA), Operations and Training to detail different options available.</p> <p>The recording and review of Incident Command Competence on the incident ground, at exercises or at specific training events would be recorded in line with National Operational Guidance (NOG), and the requirement for an ICA refresher would be extended by 2 years.</p> <p>At the end of the 2-year extension an ICA would be completed and the process would start again and if all elements of the CCR are not complete after a 3-year period then an ICA would be required.</p> <p>To ensure consistency with NOG, the role maps for Watch Manager 7 (WM7), Emergency Fire Service Management 1 (EFSM1) and Emergency Fire Service Management 2 (EFSM2) were used to develop an Aide Memoir and electronic form to support the procedure which also directly links in with the OA Officer aid memoir (OA07B).</p>



<p><b>Continuous Improvement Programme (CIP)</b></p>	<p>The DTCCG will identify shared working opportunity by means of:</p> <ul style="list-style-type: none"> <li>• A thorough analysis of current and future driver training delivery models and areas of operational focus across the tri-services;</li> <li>• Identify and prioritise areas for collaboration;</li> <li>• Develop collaboration recommendations in a project proposal for approval by the RCG;</li> <li>• Implement and monitor agreed project proposals.</li> </ul> <p>To date, the DTCCG has met twice and has developed a joint Terms of Reference and has carried out an initial review of the driver training landscape across the services.</p> <p>Currently 23 recommendations within the CIP are complete, 22 are in progress, 7 are being transferred into different projects and 4 have been deemed no longer viable.</p> <p>Recently Completed Recommendations:</p> <p>Training for Operational Competence (TfOC) - this is the maintenance of skills training undertaken by operational crews on all duty systems. The new TfOC went live on 4 April 2022 and delivered 5 recommendations within the CIP.</p> <p>Animal Rescue - A Training delivery plan is now in place to support a SFRS Animal Rescue response capability. This covers basic Training for all Operational personnel (AR1) through to Instructor level training (AR3). SFRS Operational crews at Heavy Rescue Stations will be trained and equipped to deliver the SFRS animal rescue capability (AR2). The Operations function are completing the necessary Operational guidance documents and Training is scheduled to begin June 2022.</p> <p>Marine Firefighting - A Training delivery plan is now in place to deliver tactical Marine Firefighting courses to operational crews at stations which have been identified as having this response capability and Marine Incident Command courses have also been developed for Crew and Watch Commanders.</p> <p>Transferred Recommendations:</p> <p>Seven recommendations have been identified as best being delivered by other projects across the SFRS.</p> <p>Six of the recommendations will move to the recently formed Staffing Solutions Team (SST) as they align to the purpose of this group. These recommendations relate to:</p> <ul style="list-style-type: none"> <li>• Improvements/efficiencies to the structure of the Wholetime Trainee Firefighter Programme</li> <li>• Improvements/efficiencies to the structure of the On-Call Foundation Courses</li> <li>• Migration pathways from On Call to Wholetime employment.</li> </ul>
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The last recommendation to be transferred relates to the harmonisation of IT systems used by the Training function, this work will be delivered through the People, Training, Finance and Asset System (PTFAS) programme.

#### Recommendations in Progress:

The remaining 22 recommendations within the CIP are deemed to be of benefit to the Training function in striving to continually improve the quality of Training delivered. The recommendations are related to:

- The Training Function structure
- Performance and Quality Assurance
- Driver Training
- Incident Command
- Operations Control
- Specialist Rescue

#### Future Proposal:

The function manages the various subject areas of Training by grouping them into Training families. Each family is managed by a Group Commander and all the remaining recommendations are aligned to work which is on-going within the function and many of the recommendations are replicated in Training function plans.

Due to this, the Training function is proposing that the remaining 22 recommendations will be removed from the CIP and delivered as business as usual through our internal governance of Functional Management Team (FMT) and Directorate Management Team (DMT) meetings.

The CIP Action Log containing the 22 live recommendations would become a standing agenda item at the Training FMT to ensure focus and progress is made to deliver the recommended outcomes.

This move to business as usual would provide capacity for the Training Area Commander with the remit of continuous improvement to address the challenges of our recovery plans and other increasing workloads.

This proposal will go through FMT and DMT before being presented to the Training Continuous Improvement Board; if approved the Training CIP will be closed and continual improvements will be delivered through the Training function management arrangements.

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/11-22

Agenda Item: 8.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	31 MAY 2022						
Report Title:	QUARTERLY PERFORMANCE REPORT FOR Q4 2021-22						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <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 fourth quarter and full year 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 Q4 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.						

5.6 5.6.1	<b>Training</b> There are no training implications associated with this report.	
5.7 5.7.1	<b>Timing</b> This report covers fourth quarter and full year performance for fiscal year 2021-22.	
5.8 5.8.1	<b>Performance</b> The report summarises specified elements of Scottish Fire and Rescue Service (SFRS) performance in-line with the PMF 2021 fourth quarter performance for fiscal year 2021-22.	
5.9 5.9.1	<b>Communications &amp; Engagement</b> There are no communications and engagement implications associated with this report.	
5.10 5.10.1	<b>Legal</b> Delivery of suitable Quarterly Performance Reports assists us in demonstrating to the Scottish Government and other stakeholders 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 5.11.1	<b>Information Governance</b> There are no information governance implications associated with this report.	
5.12 5.12.1	<b>Equalities</b> There are no equalities implications associated with this report.	
5.13	<b>Service Delivery</b> There are no Service Delivery implications associated with report other than overview of performance.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not Applicable	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	Appendix A: Quarterly Performance Report Q4 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>	<i>18 May 2022</i>	<i>For Noting</i>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Scrutiny</i>



# Strategic Planning, Performance and Communications

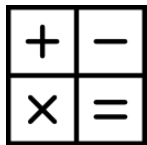


## Performance Report 2021-22 Q4 (YTD)

### 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-Q4 in summary

**Operational activity** had been increasing year-on-year since 2013-14, but **reduced significantly in 2020-21** through reasons associated with lock down restrictions. Mainly incidents such as false alarms and non-fire related incidents saw a significant downturn however, **in 2021-22 these returned to familiar levels.**

**Incidents** reported during **2021-22** are currently **95,655** which is **12 per cent increase** versus **2020-21** and a **one per cent increase** against the **three-year average.**

**Fires and false alarms rose by 10 per cent** against the previous year where **April, July and December increases in outdoor fires (50 to 70 per cent)** were a notable factor. Across **2021-22, false alarms averaged 144 incidents** per day nationally.

**Non-fire (Special Service)** related incidents **rose by 20 per cent** against 2020-21 and by more than **5 per cent against the three-year average. Telephone calls from other emergency services** accounted for **43 per cent of all non-fire incidents** attended.

**All casualties** attended to by operational crews **rose by 16 per cent** against 2020-21 but **reduced by 7 per cent against the three-year average. Fire related casualties** were **down by 18 per cent** against 2020-21 whilst **non-fire related casualties rose by 27 per cent** against the same period.

### Page Contents

2

2021-22 Q4 - 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 Q4 - Service Delivery Committee Report (Summary)

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

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

## 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	1576	1476	1499	1334	1594
1.02	Number of deliberate primary fires	●	Reduce based on moving 3-year average	2450	2421	2415	2406	2443
1.04	Number of refuse and vehicle fires	●	Reduce by 10% based on moving 3-yr average	8585	9654	9665	9246	10051
1.05	Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises	●	Reduce based on moving 3-year average	27257	27237	28690	23736	29285
1.06	Number of accidental dwelling fire fatalities	●	Zero fatalities	0	29	31	35	21
1.07	Number of fire fatalities	●	Reduce based on moving 3-year average	40	40	42	52	27
1.08	Number of fire casualties (excluding precautionary checks) from accidental dwelling fires	●	Reduce by 3% based on moving 3-yr average	575	498	415	504	574
1.09	Number of fire casualties	●	Reduce based on moving 3-year average	816	679	536	694	808
1.1	Number of Home Fire Safety Visits conducted	●	Increase based on previous year	19998	44443	44197	19998	69134
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	●	Increase based on moving 3-year average	19944	18972	22587	10206	24124
2.07	Number of accidental dwelling fires broken down into severity categories - high	●	Reduce by 5% based on moving 3-yr average	274	283	283	276	289
2.071	Number of accidental dwelling fires broken down into severity categories - medium	●	Reduce by 3% based on moving 3-yr average	1984	1961	1966	1871	2045
2.072	Number of accidental dwelling fires broken down into severity categories - low	●	Reduce based on moving 3-year average	2047	1987	1932	1997	2031
2.09	Retained Duty System Appliance availability	●	Increase by 3% based on moving 3-year average	88	83	77	88	85
2.1	Wholetime Appliance Availability	●	% compliance against confidence levels	95	96	94	97	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	2042	2159	1596	2372
2.01	Total number of incidents attended	91108	95655	85595	92075
2.03	Number of incidents attended at the request of other agencies	1252	1335	1161	1259
2.04	Number of effect entry/exit incidents attended	4062	4458	3735	3992
2.05	Number of non-refuse secondary fires	7907	9881	7701	6138
2.11	Inspections carried out in line with Operational Intelligence Framework (%)	800	931	1002	466
2.12	Number of audit actions arising from Operational Assurance process	31	34	28	31
2.13	Number of Hydrant inspections carried out	4327	3916	4786	4279

## Indicators - No target

ID	PMF indicator	2021-22	2020-21	2019-20
2.06	Response times (Scotland)	8.10	8.10	7.70
2.06	Response times (Scotland) (East)	8.35	8.35	7.90
2.06	Response times (Scotland) (North)	9.10	9.50	8.45
2.06	Response times (Scotland) (West)	7.60	7.50	7.20
2.07	Call handling times (Scotland)	1.32	1.32	1.22
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)	1.67	1.75	1.47
2.07	Call handling times by Service Delivery Area (West)	1.25	1.25	1.17



### Strategic Outcome 1 in summary


**Home Fire Safety Visits** during 2021-22 were **more than twice** that achieved in **2020-21** but remain **only two-thirds of all regular visits** achieved pre-pandemic.

**Visits** carried out to **high risk groups** were also **more than twice** that conducted the **previous year** and have a closer resemblance to pre-pandemic levels however, fewer visits this year than in 2018-19 and 2019-20 mean that the **current 3-year average is 5 per cent lower than intended**.

**UFAs incidents increased against the previous year** and reflects similar activity recorded in the three years pre-pandemic. **September through November** remain the months in which we see the **highest daily rates** of this type of false alarm (**80+ per day**) where activity is predominantly **during business hours**.

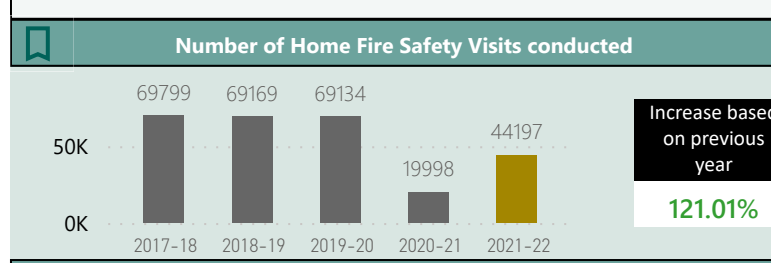
As with similar indicators, **non-domestic building fires** also reduced significantly during the previous fiscal year. Incidents reported during **2021-22 were around 11 per cent higher** however, the target to reduce against the **moving three-year average was achieved (6 per cent)**.

At time of writing this report (May 2022), fire safety audits are still being updated due to earlier systems issues. Fire Safety Enforcement colleagues expect to have this rectified in the following month and official statistics presented in August this year will fully reflect those audits completed in accordance with the Fire Safety Enforcement Framework.

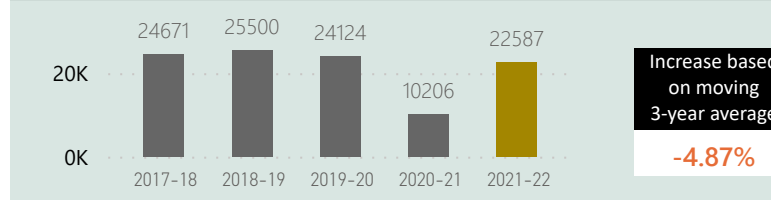


**We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing**

How effective are we at enhancing community safety and wellbeing?




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

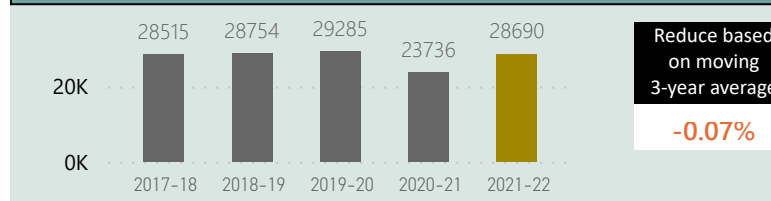



**We will respond appropriately to Unwanted Fire Alarm Signals and work with our partners to reduce and manage their impact on businesses, communities and our Service**

To what extent are we reducing Unwanted Fire Alarm Signals?

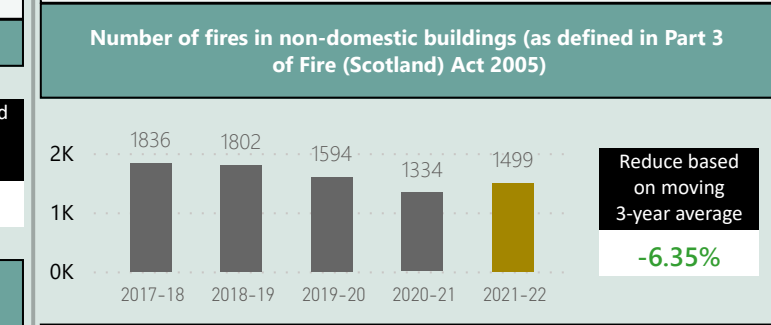


**Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises**

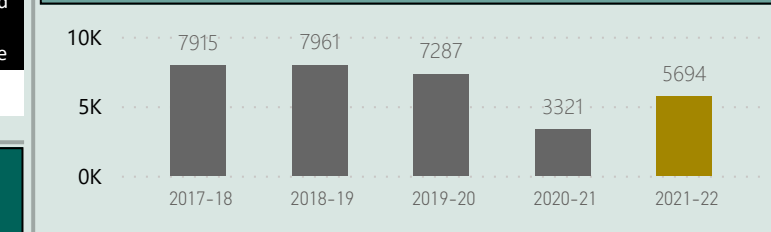



**We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth**

How effective are we at protecting our built environment?



**Number of 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.)

Fire fatalities from accidental dwelling fires in 2021-22 were lower than the previous year and in-line with previous three-year average (30.6).

All non-fatal fire casualties and those reported in accidental dwelling fires (ADF) continue to fall and both desired reductions have been significantly surpassed. Deeper analysis of the ADF casualties does show that the monthly average (35) was noticeably higher (47) during May, June and July with one-fifth of all casualties recorded on a Saturday. Early evening (5pm to 8pm) also reported the highest proportion (24 per cent) of casualties which was the same as those reported between midnight to midday.

Deliberate primary fires in 2021-22 remain the same as the previous year (nine incidents difference). This has meant that the target to continue to reduce the moving three-year average was achieved. April through June reported the highest activity of this nature (30 per cent) and almost one-third of incidents on a Saturday or Sunday. More than half of all incidents took place between 6pm and 1am.

Refuse and vehicle fires had a similar pattern (months, days) to all deliberate primary fires with the exception that the peak time of day is more condensed between 6pm and 10pm (50 per cent of all activity).





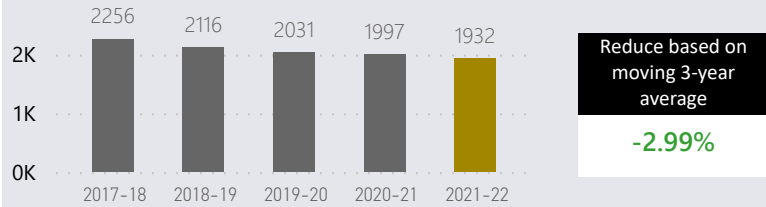
# Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland



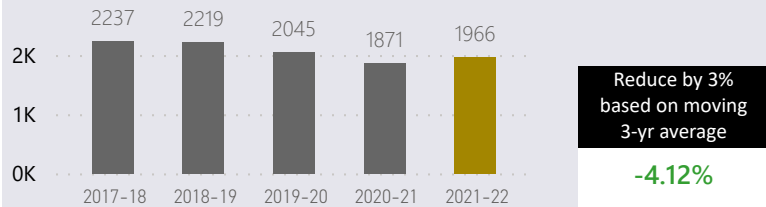
We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology

How effective and efficient is our emergency response?

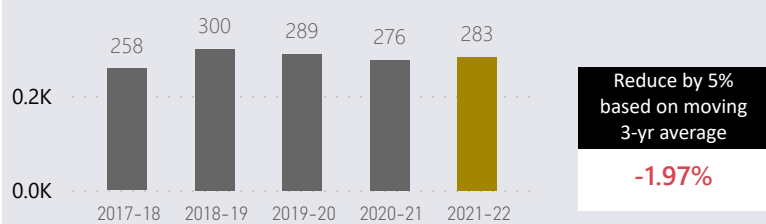
Number of accidental dwelling fires broken down into severity categories - low



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



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



How will we demonstrate we are more flexible?

Q4 only

Top 10 incident types

Incident Type	Total
01. False Alarm (UFAS) (31.8%)	6937
02. False Alarm (Dwelling) (14.1%)	3082
03. False Alarm (Good Intent) (8.8%)	1925
04. Outdoor Fire (8.7%)	1901
05. Refuse Fire (7.6%)	1666
06. Dwelling Fire (5.1%)	1113
07. Special Service - Effecting entry/exit (4.9%)	1069
08. Special Service - RTC (2.5%)	550
09. Vehicle Fire (2.1%)	447
10. Other Building Fire (1.9%)	419



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)

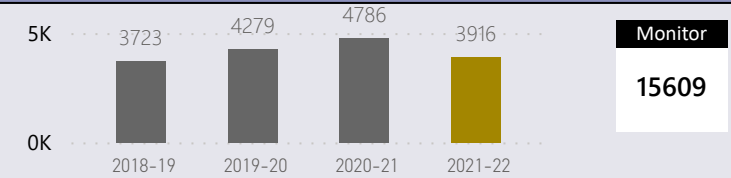
Fsc Year	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2021-22	1.32	1.27	1.67	1.25
2020-21	1.32	1.22	1.75	1.25
2019-20	1.22	1.12	1.47	1.17
2018-19	1.20	1.15	1.52	1.12
2017-18	1.22	1.27	1.45	1.10



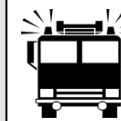
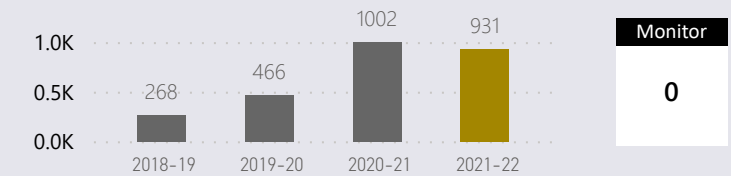
We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time

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

Number of Hydrant inspections carried out



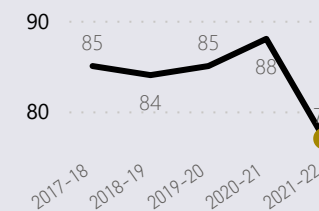
Inspections carried out in line with Operational Intelligence Framework (%)



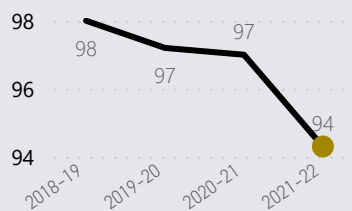
We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

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**

**Accidental dwelling fires achieved reductions across all three categories** however, only 'low' and 'medium' severity achieved the targets set for the year. **'High' severity fires reduced by two per cent** when the **target was set at five per cent** against the three-year average.

The proportion of **quarter 4 top 10 incident types** (page 7) was **almost identical** to that reported during **quarter 3** with the **exception of 'outdoor' fires** (8.7 per cent). The first quarter of the fiscal year (**Apr - Jun**) has historically reported the **highest proportion of outdoor fires (45 per cent in last six years)** however, **March** is the month that we **begin to see annual seasonality** as with this year.

Both **availability of retained crews** and **wholetime appliances haven't achieved their targets for the period**. **Wholetime** fell **one percent short of 95 per cent** confidence levels and **retained crewing was 11 percentage points short of target**. 77 per cent was achieved against a target of 88 per cent.

Both **incidents attended at request of other agencies and effecting entry/exit** continue to **rise year-on-year**. Over the **last ten years** incidents considered as 'inter-agency' have risen **from just under 2,000 per year to more than 6,500**. Further analysis shows that **one-third of all calls** originating through the **Scottish Ambulance Service** take place between **midnight and 6am**. Across the whole of 2021-22 considering all incident activity, only **twelve per cent of all operational demand took place during these hours**.



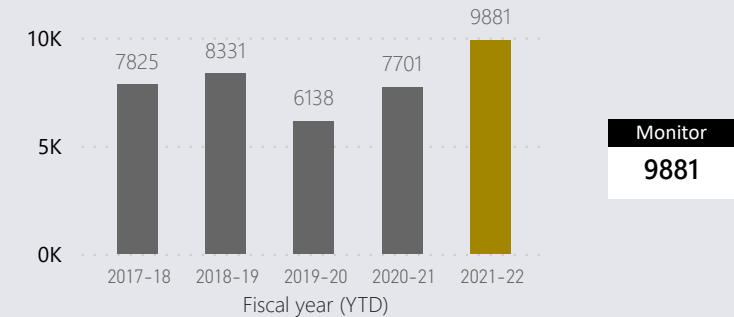
We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology

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

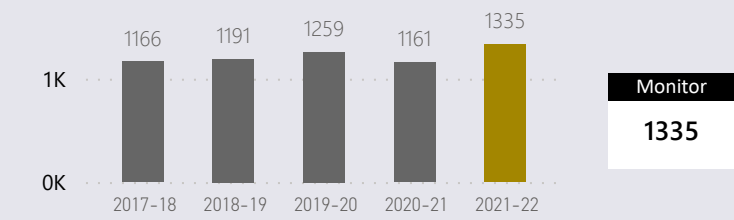
Response times (Scotland)      Number of non-refuse secondary fires

Median response times (mins)

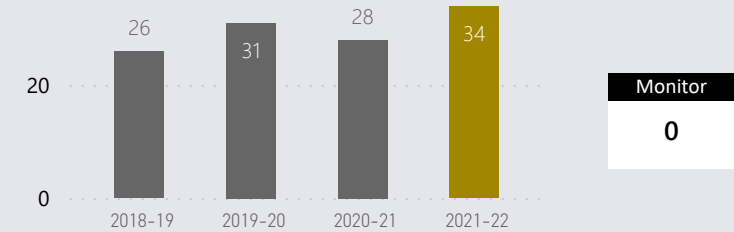
Fsc Year	Response times	Response times (East)	Response times (North)	Response times (West)
2021-22	8.10	8.35	9.10	7.60
2020-21	8.10	8.35	9.50	7.50
2019-20	7.70	7.90	8.45	7.20
2018-19	7.60	7.90	8.50	7.20
2017-18	7.60	8.00	8.40	7.10



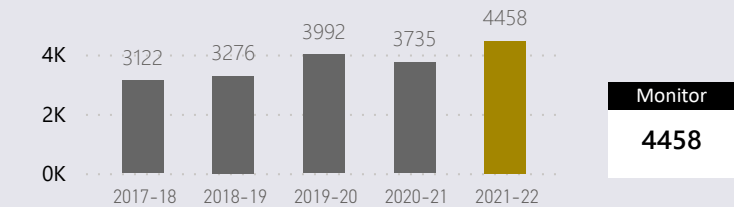
Number of incidents attended at the request of other agencies



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

### Entry What it means

ADF	Accidental Dwelling Fire
CSET	Community Safety Engagement Toolkit: a central IT system used to record home fire safety visits and community safety activities
False Alarm	An event in which the fire and rescue service believes they are called to a reportable fire and then find there is no such incident.
False Alarm (Dwelling)	An event in which the operation of a smoke or heat detector in a domestic dwelling results in an emergency call to the fire and rescue service, which is subsequently found to have been a result of a fault in the detector, or by operation of the detector in response to cooking fumes, steam, or other substances.
False Alarm (Equipment)	An event in which a smoke or heat detector in a non-domestic property triggers an automated fire alarm call to the fire and rescue service, which is subsequently found to have been a result of a fault in the equipment, or by operation of the detector in response to substances such as steam, dust and so on.
False Alarm (Good Intent)	An event in which the person who called the fire and rescue service believed in good faith that they were reporting a fire, subsequently found by the fire and rescue service not to be the case.
False Alarm (Malicious)	False alarms which result from human intervention such as deliberate breakage of fire alarm call-points when there is no fire, deliberate reporting of non-existent fires and so on.
False Alarm (UFAS)	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.

### Entry What it means

FSE, FSO	Fire Safety Enforcement, Fire Safety Enforcement Officer
HFSV	Home Fire Safety Visit
IRS	The National Incident Recording System, developed on behalf of the UK Government's Home Office.
KPI	Key Performance Indicator
LSO	Local Senior Officer. An officer who has responsibility for the services provided by the SFRS to one or more local authority areas. There are fourteen LSO posts in the SFRS covering between them the 32 local authority areas in Scotland.
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".
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.
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/11-22

Agenda Item: 8.2

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>31 MAY 2022</b>						
<b>Report Title:</b>	<b>INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</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	Following completion of all actions contained within the Action Plan in relation to Fleet and Equipment, SDC previously agreed that the plan was completed and sanctioned creation of the formal closure report. Members are asked to consider the resulting Closing Position Statement.						
<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 Senior Management Board in March 2022 and May 2022 are noted below. There are no closing reports to consider as part of this update.
3.3	<p><b>Operational Risk Information</b></p> <p>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>
3.4	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.
3.5	Progress this quarter has been limited and no further recommendations have been completed within the reporting period. 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.
3.6	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 91% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
3.7	<p>SDC are asked to consider the following:</p> <ul style="list-style-type: none"> <li>• a proposed revised due date of November 2022 has been identified by ICT at action 4.1 because the GETAC tablets remain a concern and their limited flexibility and restrictions remain a challenge for ICT to solve.</li> </ul>
3.8	The above update has been marked on <b>Appendix B</b> in red for ease.
3.9	<p><b>Planning and Preparedness for Covid-19 Update</b></p> <p>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. The Action Plan was agreed by the Strategic Leadership Team in April 2021 and is attached as <b>Appendix D</b>.</p>
3.10	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.
3.11	To date, 9 actions have been completed, two within the reporting period. The remaining 7 actions are progressing steadily, with five of them marked green and two marked amber. Those that are amber are awaiting revised due dates.
3.12	The overall RAG rating for this action plan is <b>green</b> and is noted as 92% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
3.13	<p>SDC are asked to consider the following:-</p> <ul style="list-style-type: none"> <li>• that a revised due date of July 2022 has been proposed for action 3.3.4 and 3.3.13 as a result in the delay of partnership report delivery.</li> </ul>

3.14	The above update has been marked on <b>Appendix D</b> in red for ease.
3.15	<p><b>Command and Control: Aspects of the Incident Command System</b></p> <p>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>
3.16	The Plan has 25 actions overall and is attached as <b>Appendix E</b> . 19 actions within this plan were previously, the remaining six actions were completed within this reporting period.
3.17	The overall RAG rating for this action plan has moved to <b>green</b> and is noted as 100% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
3.18	Members are asked to agree formal completion of the plan and sanction creation of the formal closure report.
3.19	<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 F</b>.</p>
3.20	The completion of 16 actions has previously 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. One of the remaining actions, 14.1, has been completed within this reporting period following the final review of the Enforcement Procedure which was completed by our SFRS Legal Team.
3.21	The status of the two deferred actions (6.2 and 9.1) have been reviewed, however, timescales have not yet been set by the National Fire Chief's Council and, as such, these will continue to be monitored and SMB/SDC will continue to be provided with a quarterly update.
3.22	The two deferred actions (6.2 and 9.1) have been given a red RAG rating since there has been no agreed timescale apportioned for the work to be undertaken. However, work is progressing following the establishment of a dedicated working group by the National Fire Chief's Council (NFCC) which will look to review Fire and Rescue Service inspection programmes and associated activities and therefore these actions have been changed from "deferred" to "in progress".
3.23	<p>SDC are asked to note and approve the following:</p> <ul style="list-style-type: none"> <li>• The merge of the existing two deferred actions at 6.2 and 9.1 and the proposed revised action for these (in red).</li> </ul>
3.24	The overall RAG rating for this action plan remains red due to the slip in timescales for the remaining two actions and it is emphasised that progress is reliant on decisions taken by the National Fire Chief's Council (NFCC).
3.25	The action plan is noted as 92% complete to-date.
3.26	<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</p>

	that cannot be actioned locally by the LSO, are captured within this action plan. See <b>Appendix C</b> .
3.27	SDC are not required to scrutinise LAI action plans but are asked to note their progress.
3.28	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.
3.29	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, nine were previously completed and two local area action plans (City of Edinburgh and Dumfries and Galloway) progressed to completion.
3.30	The remaining action pertains to the Midlothian Local Area Inspection.
3.31	SDC are also asked to note and approve the following: <ul style="list-style-type: none"> <li>• The revised due date (in red) proposed for action M1 – due to slip in timescales.</li> </ul>
3.32	The overall RAG rating for this action plan has changed from green to red due to the slip from the original timescale caused by other work commitments and priorities and a revised timescale of March 2023 has been proposed.
3.33	The action plan is noted as 91% complete to-date.
3.34	SDC are also asked to note that we have received notice of an HMFSI draft Local Area Inspection Report for the Argyll & Bute and East & West Dunbartonshire area. This will be progressed through the current process and an Action Plan and Position Statement will be submitted for scrutiny at the next quarterly update.
3.35	<b>Midlothian Local Area Inspection</b> This report was published in May 2021 with a total of 7 actions identified to address the 5 recommendations of the HMFSI report. Of those 7 actions, 3 are local recommendations that are included in the overview of progress provided to the SMB/SDC as part of the regular Local Area Inspection National Recommendations Action Plan update.
3.36	Against this action plan, currently there are 3 actions with 2 of these completed.
3.37	One action remains in progress as ICT work to develop a Business Case for presentation to Asset Management Liaison Board (AMLB) for consideration. SDC is asked to scrutinise the remaining action (in white) and the update given.
3.38	The action plan is noted as 85% complete to-date.
3.39	<b>Fleet and Equipment Action Plan</b> During the last review of the Fleet and Equipment Action Plan, attached at <b>Appendix G</b> , SMB/SDC agreed that the plan was completed and sanctioned creation of the formal closure report attached at <b>Appendix H</b> . This report is submitted as part of this quarterly update.
3.40	Members are asked to note that the Closing Position Statement process was introduced after the commencement of the Action Plan process and therefore only details of the closing position for each recommendation is noted on this report.

<b>4</b>	<b>Recommendation</b>
4.1	<p>The SDC is invited to:</p> <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>, agree formal completion of the plan and sanction creation of the formal closure report.</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> <li>• Scrutinise the Fleet and Equipment Action Plan Update (<b>Appendix G</b>) and Closing Position Statement relating to the Fleet and Equipment action plan, attached as <b>Appendix H</b> and sanction formal closure of the action plan.</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: Provision of Operational Risk Information Action plan	
7.3	Appendix C: Planning and Preparedness for Covid Review Action Plan	
7.4	Appendix D: Command and Control: Aspects of the Incident Command System Action Plan	
7.5	Appendix E: Fire Safety Enforcement Action Plan	
7.6	Appendix F: Local Area Inspection National Recommendations Action Plan	
7.7	Appendix G: Fleet and Equipment Action Plan	
7.8	Appendix H: Fleet and Equipment Closing Position Statement	
<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>
Senior Management Board	16 March 2022	For recommendation (Local Area Inspection National Recommendations & Fire Safety Enforcement)
Senior Management Board	18 May 2022	For recommendation (Fleet & Equipment, Operational Risk Info, Covid Review, Aspects of Incident Command)
Service Delivery Committee	31 May 2022	For scrutiny (all the above)



## Audit and Inspection Overview Dashboard

### 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	May-22	Aug-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	May-22	Aug-22	0	2	0	18	0	0	0	0	91%	
Feb-2019	Provision of Operational Risk Information	SDC	Mar-22		25	May-22	Aug-22	0	5	0	20	0	0	0	0	91%	
May-2019	Management of Fleet and Equipment	SDC	Mar-22		38	May-22	Aug-22	0	0	0	32	0	6	0	0	100%	
Mar-2020	Training of RDS Personnel	SGC	Mar-23		31	May-22	Aug-22	0	7	5	19	0	0	0	0	92%	
Dec-2020	Planning and Preparedness for COVID Review	SDC	May-26		16	May-22	Aug-22	0	7	0	9	0	0	0	0	92%	
Aug-2020	Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	May-22	Aug-22	0	0	0	25	0	0	0	0	100%	
Mar-2021	Assessing the Effectiveness of Inspection Activity	ARAC	-		0	-	-	-	-	-	-	-	-	-	-	-	

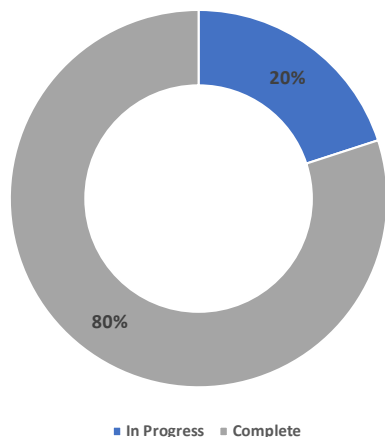
### HMFSI Local Area Inspection Reports Progress Dashboard

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	10	Mar-22	Jun-22	0	1	0	9	0	0	0	0	92%	
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	Mar-23	7	Mar-22	Jun-22	0	1	0	6	0	0	0	0	85%	

HMFSI Operational Risk Information - Action Plan Progress

Updated	Next Update
May-22	Aug-22

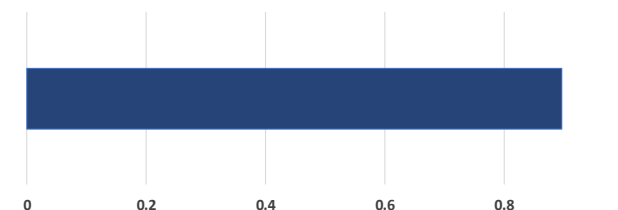
Status	Count
Not Started	0
In Progress	5
On Hold	0
Complete	20
Transferred	0
Cancelled	0
Move to BAU	0
Void	0



In Progress RAG Rating



Overall Progress 91%



HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.2, 2.2, 3.2	Fully scope out integration with Airwave network post CCMS Project completion but prior to introduction of ESMCP.	Sandra Fox, Head of ICT	Mar-20	Jun-22	In Progress	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>18 May 2022: The in-vehicle systems project is steadily progressing through requirements capture, network design and technical assurance stages in conjunction with the Emergency Services Network connect project. Completed design and recommendations currently estimated to be available for consultation in early July 2022.</b> <b>This action remains at red due to the slip in timescales.</b>	60%		Red	CCF Project Plan and Dossier. In Vehicle Solutions ToR and minutes
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.3	Fully integrate OI information into ESMCP Mobilising System.	Sandra Fox, Head of ICT Andy Mosley, ESMCP Project Manager	Mar-20	Mar-23	In Progress	16 February 2022: No further update. This action remains green as all SFRS activities will be in place prior to implementation.  <b>18 May 2022: Work is progressing steadily.</b> <b>This action remains green as all SFRS activities will be in place prior to implementation.</b>	25%		Green	ESMCP Board papers

<p>1. Implement review of the sustainability of existing MDTs.                  2. Develop a process that enables the tablet to be connected to the mobilising system.                  3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.</p>	<p>1.4, 2.4, 3.4</p>	<p>Apply for an Airwave Code of Connection.</p>	<p>Sandra Fox, Head of ICT</p>	<p>Mar-20</p>	<p>Jun-22</p>	<p>In Progress</p>	<p>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>18 May 2022: The in-vehicle systems project is steadily progressing through requirements capture, network design and technical assurance stages in conjunction with the Emergency Services Network connect project. Completed design and recommendations currently estimated to be available for consultation in early July 2022.</b>  <b>This action remains at red due to the slip in timescales.</b></p>	<p>60%</p>		<p>Red</p>	<p>Digital Steering Group and SLT Papers June 2020.                  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>	<p>4.1</p>	<p>Integrate Vehicle Risk Information onto Tablet.</p>	<p>Mark Duffy</p>	<p>Mar-20</p>	<p>Nov-22</p>	<p>In Progress</p>	<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.                  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.                  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.                  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>18 May 2022: The Document Conversion Team within the Operations Function continue to progress with a plan of documents being updated for 2022-2023. Currently, the Team are on schedule and the new documents already completed are stored within the Team SharePoint site. The GETAC tablets still remain a concern and their limited flexibility and restrictions remain a challenge for ICT to solve. ICT have scheduled in a completion date of Oct/Nov 2022 for this work and they continue to inform SFRS management of developments. This action remains red due to the slip in original timescales.</b></p>	<p>85%</p>		<p>Red</p>	<p>Operational Intelligence Work Plan.                  In vehicle solution project Board papers.</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.	7.2	Continue ongoing development to ensure a stable and reliable auto update function.	ICT Lead	Jan-20	Dec-23	In Progress	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>18 May 2022: The in-vehicle systems project is steadily progressing through requirements capture, network design and technical assurance stages in conjunction with the Emergency Services Network connect project. Completed design and recommendations currently estimated to be available for consultation in early July 2022.</b> This action remains at red due to the slip in timescales.	50%		Red	ICT Work Plan. In vehicle solution project Board papers.
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.1, 2.1, 3.1	Arrange Formal meeting between CCF,ESMCP and OI Board.	GM D Murdoch	Jul-19		Complete		100%		✓	Formal meeting took place on 31 July 2019 with plan to progress out in place.
4. In the short term the type of risk information held on the tablets should be increased to provide at least the same level of information and functionality as that of the former legacy services systems, as shown on table 4.	4.2	Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement.	Paul McGovern	Jun-19		Complete		100%		✓	Enhanced mapping layers added and future builds planned.
5. The Service should develop its OIS website to enable performance reporting to be carried out by LSO based personnel, and to allow station based personnel to manage inspections and visits rather than rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.	5.1	Publish OI reporting tool to make available to all end users.	John McNicol	Apr-19		Complete		100%	Apr-19	✓	Reporting tool received 2 April 2019.
5. The Service should develop its OIS website to enable performance reporting to be carried out by LSO based personnel, and to allow station based personnel to manage inspections and visits rather than rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.	5.2	Engage on performance reporting requirements during policy review consultation.	SM Marc Pincombe	Apr-19		Complete		100%	Apr-19	✓	Engagement commenced on 4 April with email to DACO Support Teams. Further engagement planned with LSO Management Teams.

6. Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.	6.1	Carry out 4 targeted engagement sessions with end users.	SM Marc Pincombe	May-19		Complete		100%	Mar-19	✓	Engagement sessions carried out in each SDA area.
6. Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.	6.2	Embed Operational Intelligence into Operational Assurance processes.	GM Fraser Simpson	May-19		Complete		100%		✓	OA processes have been developed to incorporate OI.
6. Future developments of the OIS and the tablet should take account of end user requirements. A structure should be put in place to collect and collate feedback from users and station based personnel who are involved in carrying out ORI duties and personnel who use the ORI at operational incidents.	6.3	Ensure process in place to collate feedback from Incident Command courses.	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. 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. 9. The OIO team should be competent to carry out their role.	8.2, 9.2	Carry out SDA impact assessment and act on findings.	SM Marc Pincombe	Sep-19		Complete		100%	✓	SDA impact assessments completed in May, Awaiting outcomes of Policy Review.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.3, 9.3	Embed and evaluate OIO training plan.	Kenny Fraser	Sep-19		Complete		100%	✓	OIO training plan has been embedded and evaluated.
10. The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.	10.1	Collate, share and evaluate Best Practice in relation to mainstreaming OI.	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.

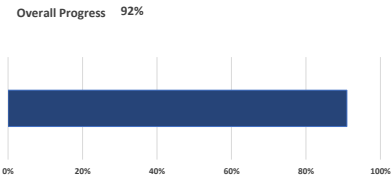
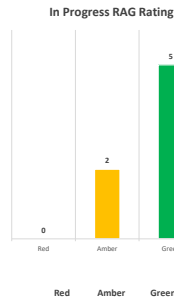
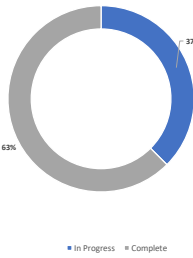


<p>12. The Service should carry out a review of the premises or sites that it has SSRI for. The review should focus on the areas that have comparatively low numbers of premises on the OI database. The plans in the initial stages for the new system do not focus on the creation of records for previously unidentified premises. In particular, we believe a focus on the low number of premises in the City of Edinburgh is required.</p>	12.1	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	The OI team will target resources within LSO Areas requiring assistance on a risk based approach.	Jennifer Henderson	Jul-19		Complete		100%	✓	LSO planning meetings have been carried out and OI resources have been allocated on a risk-based approach,
<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	Continue to explore data sharing opportunities with partner agencies.	GMD Murdoch	Oct-19		Complete		100%	✓	Partner working in place and will continue with Forestry Commission and SEPA.
<p>14. The Service should formalise data sharing with neighbouring FRs of Cumbria and Northumberland</p>	14.1	Agree, sign off and implement MOUs to support OI.	GMD Murdoch	Jan-19		Complete		100%	✓	MOU complete and signed off by ACO.
<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	Ensure Business Case process is robustly followed and evaluated.	AM I McMeekin	Jan-19		Complete		100%	✓	Business case guidance has been produced by FCS and continues to be followed and evaluated.

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

Updated	Next Update
May-22	Aug-22

Status	Count
Not Started	0
In Progress	6
Deferred	0
Complete	10
On Hold	0
Transferred	0
Cancelled	0
Moved to BAU	0
Void	0



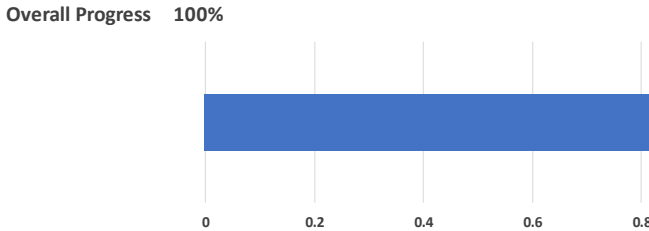
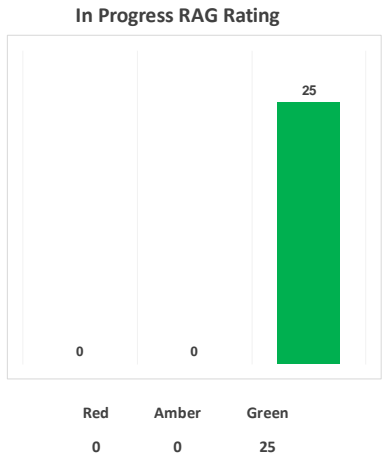
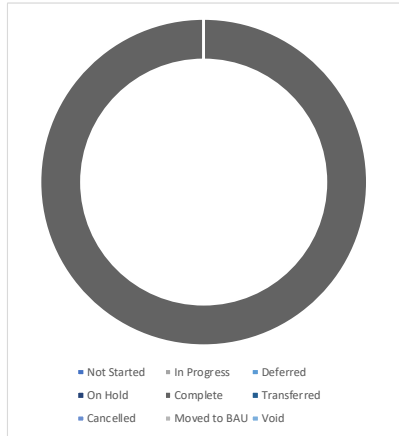
HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The availability of staff to crew appliances along with the introduction of bubbles/clusters has meant that normal crew levels cannot always 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.  (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	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.  18 May 2022: Due to concurrent challenges identified in relation to recruitment, resourcing and managing operational availability, this work will now extend beyond COVID recovery plans and will come under the remit of the Staffing Tactical Action Group (STAG). The STAG has been established to provide oversight of a cross directorate approach to managing significant challenges to maintaining Service Delivery. The ability of the SFRS to operate under reduced crewing levels will be reviewed as part of the work streams of the Staffing Solutions Team Subgroup of the STAG. This action remains on track and is green.	80%		Green	Central Staffing Business Rules Central Staffing OTR Reports OAG Agenda 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.  (AOP S01.1: Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.)	Prevention and Protection	Mar-22		In Progress	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.  18 May 2022: Progressing the workplan in a methodical manner to meet the relevant agreed milestones within the workplan. This action remains green and on track.	80%		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: Oct 23 - May 26		In Progress	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.  18 May 2022: Community Risk Index Model continues to be developed, despite some project resourcing challenges, the project remains on schedule within current Service Delivery Model Programme timelines. This action remains green.	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 Girthy	1st Stage: Oct 23 - May 26		In Progress	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.  18 May 2022: Community Risk Index Model continues to be developed, despite some project resourcing challenges, the project remains on schedule within current Service Delivery Model Programme timelines. This action remains green.	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.  (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		Complete	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.  18 May 2022: The Covid-19 Risk Rating Framework now completed and Covid-19 and the SFRS Workplace Guidance Handbook is now available to managers and staff to support agile working, whether for returning to the workplace or homeworking arrangements to simplify this information. These principles have also been discussed at Operations Functional Management Team in February 2022 and are to be considered when composing future plans. This action remains green and has now been completed.	100%		Green	Completed Operational Strategy Framework document. SPPC work packages
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.	3.3.4	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.	Gordon Pryde	Dec-21	Jul-22	In Progress	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.  18 May 2022: Final amendments have been requested prior to submission. Report does not identify any issues and recommends periodic review as part of the amalgamation process in Lanarkshire and Aberdeen City, Aberdeenshire and Moray. There is a proposed revised due date as a result of the delay in the partnership report delivery. This is due to capacity. This action remains amber due to the slip in original timescales.	95%		Amber	
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.	3.3.11	No additional actions necessary as being progressed via the HMFSI Command and Control: Aspects of IC System Action Plan.  5.2.5 Command and Control Action Plan: Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).	Report available via HMFSI Command and Control: Aspects of IC System Update Report	Sep-21	TBC	Complete	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.  18 May 2022: A sub group has been established and meetings have been held with SFRS and Jim Reville from Scottish Government as the Chair of the Voluntary Sector Resilience Partnership. A proposal for progressing issues that are disenfranchising partners will be going to the Scottish Resilience Partnership in June 2022. This action remains green and has now been completed.	100%		Green	

The SFRS should work with partners to identify interoperability issues and work together to remove potential barriers.	3.3.13	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.	Gordon Pryde	Dec-21	Jul-22	In Progress	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. 18 May 2022: Final amendments have been requested prior to submission. Report does not identify any issues and recommends periodic reviews as part of the amalgamation process in Lanarkshire and Aberdeen City, Aberdeenshire and Moray. There is a proposed revised due date as a result of the delay in the partnership report delivery. This is due to capacity. This action remains amber due to the slip in original timescales.	95%			Amber	
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.	3.2.1	Review, and revise as necessary, the Scheme of Delegations for the Scottish Fire and Rescue Service.	Richard Whetton	Mar-21		Complete	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.	100%	Apr-21		✓	<a href="#">Board papers 29/04/21 - See Agenda Item 12</a>
	3.2.1	Directors to review internal business processes within their respective areas of responsibility and update as necessary.	ACD John Dickie ACD Stuart Stevens ACD Paul Stewart Liz Barnes Mark McAteer Iain Morris	Jun-21		Complete	11 August 21: 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 bureaucracy. 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.	100%	Dec-20		✓	<a href="#">Agile Working Framework</a>
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> , <a href="#">Incident Command Training Report</a> , <a href="#">Driver Training Report</a> , <a href="#">Specialist Rescue Training Report</a> , <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 CSE - Online HFSV Checker CSE - Make the Call CSE - HFSV Questionnaire
	3.2.14	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		✓	- Wherever possible, technical input is remotely delivered via Teams to reduce the duration of physical attendance on Training courses. - Creation of "mobile friendly" e-learning modules, - Remote delivery and remote assessment of Incident Command Courses level 2-4, - Local delivery of phased assessments, - Remote delivery of IOSH courses.
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		✓	- ESTCG Agenda, - Exercise Cervantes April 2021 - Exercise Vepshik July 2021 - Resumption of Joint On Scene Commander's (JOSC) Course Late summer 2021
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.  (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		✓	CRAG Tracker/spreadsheet All CRAG documentation COTAG minutes.
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.	3.3.10	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.	Operations	Jun-21		Complete	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. 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.	100%	Aug-21		✓	

HMFSI Command and Control - Action Plan Progress

Updated	Next Update
May-22	Aug-22

Status	Count
Not Started	0
In Progress	0
Deferred	0
Complete	25
Transferred	0
Cancelled	0
Moved to BAU	0
Void	0



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	Complete	<p>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.</p> <p>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.</p> <p><b>18 May 2022: a full review has now been carried out of the Scottish Coordination and Advisory Framework GIN with wider partners fully considered and amendments implemented to ensure enhanced and fully integrated partnership working. This action remains green and has now been completed.</b></p>	100%		Green	

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	Complete	<p>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.</p> <p>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.</p> <p><b>18 May 2022: A sub group has been established and meetings have been held with SFRS and Jim Reville from Scottish Government as the Chair of the Voluntary Sector Resilience Partnership. A proposal for progressing issues that are disenfranchising partners will be going to the Scottish Resilience Partnership in June 2022. This action remains green and has now been completed.</b></p>	100%		Green	
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		Complete	<p>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.</p> <p>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.</p> <p><b>18 May 2022: All NFRS TacAd requirements are captured within each Capabilities Concept of Operations. TacAd roles are being progressed through TSAD via the TNA. This action remains green and has now been completed.</b></p>	100%		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, LCMS package and a Concept of Operations for all 8 CSUs as part of the CSU capability lead.	Gary McArthur / David Haggerty	Oct-21		Complete	<p>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.</p> <p>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.</p> <p><b>18 May 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 amber to green and is now complete.</b></p>	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	Complete	<p>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.</p> <p>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.</p> <p><b>18 May 2022: The criteria and logistics for OC staff to attend incidents have been considered and will be included in OC strategic planning. This action remains green and has now been completed.</b></p>	100%		Green	

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.	Mark Duffy	Sep-21	Jul-22	Complete	<p>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.</p> <p>16 February 2022: 2-Day High Rise exercise was organised and delivered on Dec 2021.</p> <p>This action remains amber as a result in the slip in timescales.</p> <p><b>18 May 2022: Duty Groups continue to have support meetings for all Command Officers in Scotland which involve CPD and are scheduled in for 2022-2023. The Operations Function have a Command Seminar arranged for May 2022 for all Flexi Duty Officers which will cover a range of topics including mentoring and coaching, operational incidents of note and dealing with operational incidents. This Command Seminar is being planned to be delivered annually. This action remains green and has now been completed.</b></p>	100%		Green	
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	<p><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></p>	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	<p>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.</p> <p><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></p>	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	<p><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></p>	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	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.	100%	Jun-21	✓	<a href="#">OC Business Continuity</a>
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>



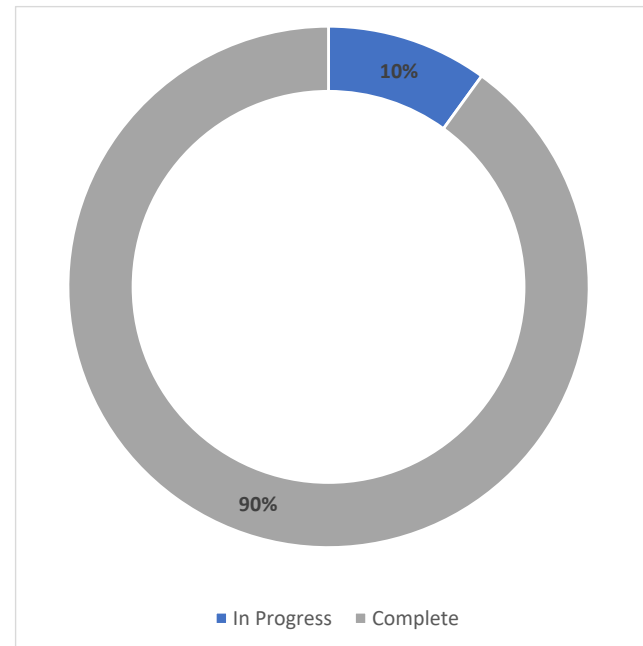
The SFRS should review its debriefing process to allow a more efficient method of significant findings informing future practice.	5.4.15	Develop a 'Operational and Event Debriefing' General Information Note.	Colin Ferguson	Sep-21		Complete	11 August 21: The Operational & Event Debriefing GIN was published 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. <b>17 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.</b>	100%		✓	
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	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.	100%	Aug-21	✓	ICL1 PowerPoint presentation decision making from slide 39 onwards. ICL2/3/4 Decision making PowerPoint presentation. ICL1/2/3/4 assessment sheets. 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	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>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 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	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. <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
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	11 August 21: ICL1 Modular course content now complete with initial pilot completed in Western Isles Orkney & 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.	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	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.	100%	Dec-21	✓	Quality assurance planner

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	<p>17 November 2021: Two multi-agency CBRN events completed.</p> <ul style="list-style-type: none"> <li>- On going mutual assistance in ICL courses.</li> <li>- Tri-service strategic leadership course planning still on-going.</li> <li>- Tri-service loggist courses on going and a CPD event was undertaken and completed on 15 October 21</li> <li>- Collaboration with SFRS for high rise exercise in December.</li> </ul> <p>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.</p> <p style="text-align: right;">16</p> <p><b>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. This item remains green and has now been completed.</b></p>	100%		Green	SMARTEU course registers, evaluation forms, reviews, debriefs and email correspondence.
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HMFSI Fire Safety Enforcement - Action Plan Progress

Updated	Next Update
Mar-22	Jun-22

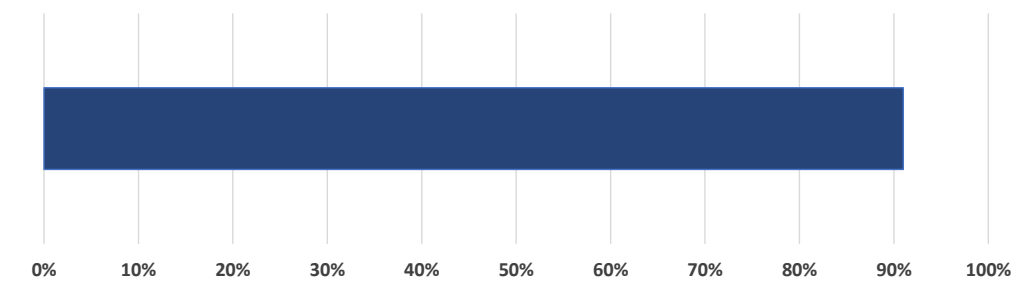
Status	Count
Not Started	0
In Progress	2
Deferred	0
Complete	18
On Hold	0
Transferred	0
Cancelled	0
Moved to BAU	0
Void	0



In Progress RAG Rating



Overall Progress 91%



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	Complete	15 December 21: Consultation now complete with all LSO's and legal Services. FMT consultation complete and a meeting arranged to sign off Enforcement Procedure Monday 29th. This action remains red due to the slip from original timescales. <b>16 March 2022: Procedure document live and now available on SFRS iHub 14th January 2022. This item has progressed from red to green following completion of the required action.</b>	100%		Green	
6. There is a disconnect between policy, the scheduling of fire safety audits and performance reporting and we recommend that Scottish Fire and Rescue Service uses the same system for both scheduling and reporting and that this should be based on relative risk scores using the categories and methodology used by the Scottish Fire and Rescue Service in the annual fire safety statistical bulletin.	6.2	Research and determine the suitability of a new methodology for the programming of further audits following an initial assessment. Current methodology is dated and utilises Fire Service Emergency Cover (FSEC) risk data which is no longer supported. This will require new scoring of audit form, calculation of data and evidence based risk information to feed in to an overall score for future audits. <b>Proposed updated action to incorporate merging of previous actions 6.2 and 9.1:- Participate in the extensive review of FRS inspection programmes and associated activities to develop a bespoke Risk Based Inspection Programme (RBIP) and implement the outcome of a review of the SFRS Risk Rating Methodology (RRM) with the aim of simplifying the categories of levels of risk to align with the rest of the country.</b>	GM C. Getty	Mar-20		In Progress	15 December 21: See update below at 9.1. It is proposed that this action is merged with Action 9.1 below as this Action is contained within the same workstream. <b>16 March 2022: It is recommended that this action should be merged with Action 9.1 below as it is contained within the same workstream. Development work to progress this action is being carried out by the National Fire Chief's Council (NFCC) and, as such, the timescales are out with SFRS control.</b> A dedicated working group has now been established by the NFCC which will look to review FRS inspection programmes and associated activities. The Prevention & Protection (P&P) Function are represented on this group and will play an active part in shaping the future of FRS Protection activity around the country. Involvement in the working group will allow Function staff to develop a bespoke Risk Based Inspection Programme (RBIP) based on the core principles from the findings of the group, which is suitable for the needs of the built environment in Scotland and allows SFRS to ensure our regulatory activities are targeted appropriately. This working group will also encompass the recommendation to review the SFRS Risk Rating Methodology (RRM) and aims to simplify the categories of levels of risk to align with the rest of the country. <b>Both the Risk Based Inspection Programme (RBIP) and Risk Rating Methodology (RRM) workstreams are interlinked and have interdependencies</b>	10%		Red	



15. The Service should introduce a protocol explaining its relationships and involvement in fire safety in major sports grounds and ensure that its staff follow this protocol and work in line with the responsibilities in Part 3 of the 2005 Act.	15.1	Provide a consistent policy within Scottish Fire and Rescue Service for the support, if required, to Local Authorities in the inspection and adequacy of fire safety within sports grounds.	GM C. Getty	Dec-19	Dec-21	Complete		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 duty holders.	2.2	Local Enforcement Delivery Plans to incorporate audit methodology and be published by Local Senior Officers once created for the forthcoming year.	GM C. Getty	Sep-19		Complete		100%	Apr-20	✓	LEDP template detailing audit guidance and methodology has been produced and being used by LSO areas to plan forthcoming audit activity. In addition, a pre audit letter has been created and should be issued prior to audits explaining full audit process to Duty holders.
3. Proactively make its fire safety audit procedure and guidance available on the SFRS website.	3.1	Redesign internet site pages for "For Businesses" and incorporate guidance in an information library.	GM C. Getty	Oct-19		Complete		100%	Jan-21	✓	<a href="#">Local Enforcement Delivery Plan Template</a> 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.
4. SFRS to improve its written communication with duty holders in line with the Scottish Regulators Strategic Code of Practice requirement to communicate effectively. The Service should also introduce changes to address the issues regarding letter content, listed in section 4.5 of the HMFSI report.	4.1	Plan training events for all Local Senior Officer areas, emphasising the need for clear communications and avoidance of additional information that may be supplementary to any audits put on letters following visits or other reason for contact. Where recommendations are made by Fire Safety Enforcement Officers, explanations of why they are made should be given.	GM C. Getty	Apr-19		Complete		100%		✓	Training event carried out. P&P Directorates provides support as required. Letters have been drafted and new templates ensure clarity between any requirements and recommendations made. Feedback site created and duty holders informed.
4. SFRS to improve its written communication with duty holders in line with the Scottish Regulators Strategic Code of Practice requirement to communicate effectively. The Service should also introduce changes to address the issues regarding letter content, listed in section 4.5 of the HMFSI report.	4.2	FSE Directorate team to support local areas in production of further templates and give guidance where required	GM C. Getty	Mar-18		Complete		100%		✓	Templates amended and distributed to areas. Further training and guidance will continue to be delivered at Service Delivery Area meetings.

5. The priority and scheduling of fire safety audits is fragmented with different and conflicting statements and systems, and inconsistent practice at a local level. The Service should ensure that its national priority-setting is followed locally. And while PPED is a useful resource for recording fire safety audits, if it is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.	5.1	1. Ensure statement of requirements for new enforcement database system is reflected when user testing is carried out promoting audit workloads for officers according to risk. Current system has information relating to framework premises and audit dates that must be transferred to new system when operational. As a catch all, Local Senior Officer areas must identify all Policy Framework premises and ensure the system promotes them for audit.	GM C. Getty	Apr-19	Complete			100%		✓	New PPED System is now live and operational for recording FSE activity. Information has been transferred successfully from the legacy system.
5. The Service should ensure that its national priority-setting is followed locally. If PPED is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.	5.2	Ensure Local Senior Officers take accountability for identifying local risk and incorporating Directorate guidance (Core Audit Activity) into the Local Enforcement Delivery Plans.	GM C. Getty	Jul-18	Complete			100%		✓	Policy Framework and template Local Enforcement Delivery Plans developed and distributed. Statement of Requirements completed for new PPED system.
5. The Service should ensure that its national priority-setting is followed locally. If PPED is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.	5.3	The methodology for the rescheduling of audits will be reviewed to determine whether there is a more appropriate means to prioritise risk. Following this review, the new PPED system will reflect any changes and resources within Fire Safety Enforcement reviewed to ensure sufficient personnel are available in the right places to address local risk. This risk based resourcing will be evidence led. (Linked to Recommendation 6).	GM C. Getty	Mar-20	Complete			100%	Jun-20	✓	PPED 2 system (Access restricted to users only)  SFRS Gazetteer  Reporting tool training document supporting local development of LEDPs.
6. There is a disconnect between policy, the scheduling of fire safety audits and performance reporting and we recommend that Scottish Fire and Rescue Service uses the same system for both scheduling and reporting and that this should be based on relative risk scores using the categories and methodology used by the Scottish Fire and Rescue Service in the annual fire safety statistical bulletin.	6.1	Scope the potential for categorising premises and risk bands and how risk is calculated. Any change to risk calculations will require extensive supporting evidence and a public consultation. Scope the possibility of reporting by risk levels exposed to risk bands where considered to remain an appropriate way of categorising risk.	GM C. Getty	Mar-20	Complete			100%	Apr-20	✓	Statistical performance reporting by PDS due to be released for 2020. (Email from PDS confirming the action has been resolved)  LEDP Template and completed delivery plans.  Release of PPED2 system in April 2019.
7. There is a substantial amount of enforcement effort made in respect of premises which have relatively adequate fire safety measures and/or have low levels of relative risk. The Service should place less emphasis on auditing such premises.	7.1	Ensure templates for Local Enforcement Delivery Plans are distributed and support areas in their formulation for the forthcoming year. Support Prevention and Protection Managers through Local Performance Meetings and Prevention & Protection Managers meetings with reports demonstrating the resultant risk from audits where Fire Safety Enforcement Officers are being deployed.	GM C. Getty	Jul-18	Complete			100%		✓	Local Enforcement Delivery Plan templates have been produced and disseminated to Local Senior Officer Areas. Support given to Prevention and Protection Managers with local support meetings available upon request.
8. The Service should place less emphasis on quantity (the use of personal fire safety audit targets) and place more emphasis on quality of work and effectiveness.	8.1	Incorporate into training events the focus for quality of audit detail in the reports and look at ways that will allow more time to complete paperwork following audits such as mobile platforms.	GM C. Getty	Mar-19	Complete			100%		✓	Guidance given to areas to reduce the number of lower risk audits and this has been assisted by the recent House Multiple Occupancy (HMO) auditing procedure. New PPED system will allow capability for mobile platforms.

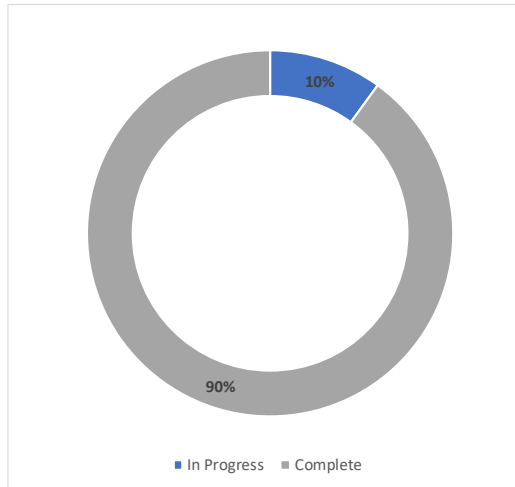
10. The Service should continue to move towards the conversion of uniformed enforcement posts to non-uniformed, and introduce career progression opportunity for non-uniformed staff.	10.1	Determine where Local Senior Officer areas cannot fill their current structure within Fire Safety Enforcement and consider alternative options to expand upon the non-uniformed cadre of officers.	GM C. Getty	Jun-19	Complete				100%	✓	A review has been undertaken and analysis of vacancies that can support delivery in areas. Local LSO areas are continuing to advertise like for like to maintain a blend, though have increased the ratio of non-uniformed to uniformed where attraction of posts have been difficult. This will remain dynamically reviewed and form part of the overall P&P review in the following year period, in line with competency and risk rating review.
11. Uniformed enforcement staff should maintain their operational competency within the relevance of their role map to add to the resilience of the Service and these staff should provide operational cover when needed.	11.1	Confirm current position with Training and Employee Development. Look to develop a consistent policy and procedure for all non-operational uniformed staff to maintain their operational competence.	GM C. Getty	Feb-19	Complete				100%	✓	Training have now issued courses to initial tranche of FSE staff and are continuing to design courses that will maintain operational capacity within FSE.
12. The Scottish Fire and Rescue Service should look to create a guidance framework that would allow a more formal approach to continuing professional development and this should include Fire Safety Enforcement staff.	12.1	Enhance development of the E-Learning tool and communicate with Training and Employee Development regarding the provision of class based training. Prevention and Protection Directorate will lead on specific training events to assist with Continuous Professional Development and knowledge building in specialist subjects such as fact finding, evidence gathering and consistent forming of Notices.	GM C. Getty	Mar-19	Complete				100%	✓	FSE CPD events delivered. A number of external CPD events offered to assist with staff development. Staff expected to undertake further study to achieve a qualification and to maintain their CPD and competence.
13. The Scottish Fire and Rescue Service approach to the promotion of non-domestic fire safety through work other than inspections has been modest in comparison to active enforcement audit work. We recommend that the Scottish Fire and Rescue Service considers a more proactive approach to the use of campaign and awareness activity.	13.1	Develop strategy on what is to be communicated and when. Further details to be provided on internet site as before and release communications on good news stories and actions taken by the service, such as those who have been prosecuted. Topics to include Unwanted Fire Alarm Signals, Fire Risk Assessments and an overview of Scottish Fire and Rescue Service enforcement and its delivery within communities.	GM C. Getty	Sep-19	Complete				100%	✓	Social media feeds established. Engagement sessions held with sectors including AirBnB, Scottish Association of Self Caterers and Colleges and Universities.
16. The Service should maintain a capability and capacity for investigating and reporting to the Procurator Fiscal Service on serious blatant breaches where the enabling approach to enforcement has not worked. The Service should actively pursue relevant cases when they arise. The Scottish Fire and Rescue Service Board should actively monitor the Service's performance in this regard and should receive regular reports on the number and outcome of cases considered and referred for prosecution.	16.1	Develop further relationships with the Procurator Fiscal and support areas in reporting those who have breached the legislation following consideration of the ScoP.	GM C. Getty	Mar-19	Complete				100%	✓	Directorate personnel are engaged with the Procurator Fiscal (PF). Enhanced access to the reporting site of the PF established.



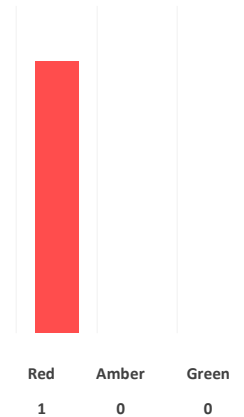
HMFSI National Recommendations from Local Area Inspection Report - Action Plan Progress

Updated	Next Update
Mar-22	Jun-22

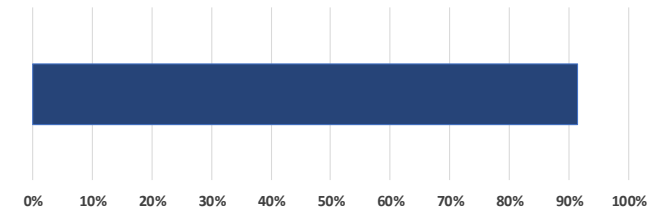
Status	Count
Not Started	0
In Progress	1
Deferred	0
Complete	9
Transferred	0
Cancelled	0
Move to BAU	0
Void	0



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 Greg Aitken	Mar-22	Mar-23	In Progress	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>16 March 2022: Paper and business case was pulled from AMLB agenda on 01/02/2022 due to some further review being required. Project now being led by ICT who will now redraft paper and present to next AMLB meeting. This project will be added to the ICT Workplan for 2022/23 with the aim of having a digital radio rollout programme in place by March 2023. This action has changed from green to red due to the slip caused by other work commitments and priorities and a revised timescale of March 2023 has been proposed.</b>	15%		Red	
The ISO should create a succession plan for replacing fire safety enforcement staff. (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	Green	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.

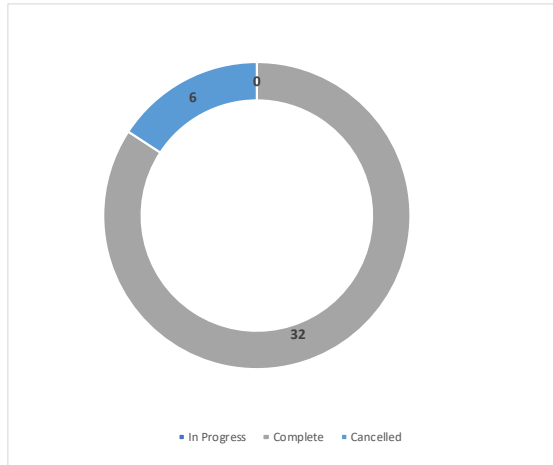
The LSO should, in consultation with colleagues responsible for the MORR policy, assess the impact and appropriateness of the maximum speed policy on drivers in relation to the 20mph speed limited roads in Edinburgh. (Edinburgh LAI)	E 5	Liaise with H&S re the MORR Policy section.	AC Rogers	Dec-20	Apr-21	Complete		100%	Jun-21	✓	Email from AC Rogers to Derrick Watson and Julie Harkins dated 3/8/20.  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. (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. (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  Interim measures are now in place to monitor records and requirements to update. Liaising and working with ICT to provide long term solution to highlight on a rolling monthly basis, records requiring updates.
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. (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  This action is now complete. City of Edinburgh fully implementing this discretion with no further issues raised at Station level.
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. (Edinburgh LAI)	E 9.2	Liaise with R&R re the provision of a dedicated Line Rescue vehicle for Tollcross Station.	AC Rogers	Aug-20		Complete		100%	Sep-21	✓	Email From AC Sharp R&R, dated 9/6/20 with spreadsheet detailing response.  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>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. (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 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)</p>	M4	<p>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.</p>	AC Richie Hall	Nov-21		Complete	<p>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.</p> <p><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></p>	100%		✓	
<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. (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>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.</p>	100%	Sep-21	✓	

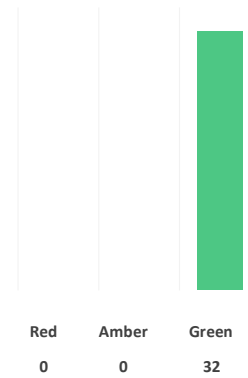
HMFSI Fleet & Equipment - Action Plan Progress

Updated	Next Update
Feb-22	May-22

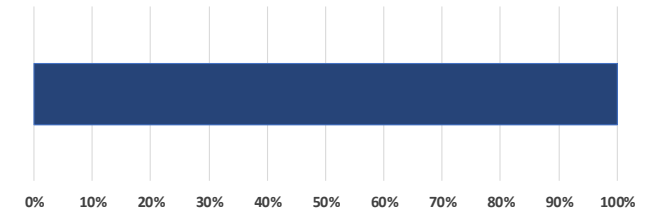
Status	Count
In Progress	0
Complete	32
Cancelled	6
Move to BAU	0
Void	0



In Progress RAG Rating



Overall Progress 100%



HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
1a. The SFRS should continue to invest in its workshops infrastructure in order to upgrade or maintain all facilities to a recognised national standard. Lessons learned from previous workshops projects should be incorporated into the new facility planned for the West SDA. The Project Board should maintain representative body and workforce participation.	1a.1	SFRS will continue to invest in all its workplaces, our key priority will be the relocation and modernisation of the Cowcaddens Workshops. An options review will be carried out with a recommendation submitted to the Board by October 2019.	Iain Morris	Mar-20		Complete		100%	Sep-20	✓	Final building specification agreed and documented. Project Brief Project Dossier
1b. All workshop sites should work in greater collaboration in order to encourage joined up thinking and standardise national practices.	1b.1	Fleet Services will initiate an internal working group to review and agree all the workshops national standard practices and documentation.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar-20		Complete		100%	Jul-20	✓	All Fleet Workshop managers meetings agenda and minutes documented and shared on Fleet Intranet site.
1c. There should be a clear delineation of roles and responsibility for all stakeholders in respect of the Fleet Function.	1c.1	A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul-19		Complete		100%		✓	Communications has taken place with all Fleet employees to ensure that they are aware of their roles and understand their reporting lines.
2. The Scottish Government has recognised that the SFRS inherited a substantial capital backlog from the eight legacy services and has worked closely with the Service to identify and provide levels of increased capital funding. However, in order to continue to address this backlog the SFRS should continue to endeavour to secure appropriate capital funding to support the Service's future requirements.	2.1	NO ACTION REQUIRED.				Cancelled					This has already been completed with the publication of the Long Term Financial Strategy in 2017 and the last Audit Scotland Report. SFRS will continue to lobby for additional funding streams from Scottish Government and will work towards addressing the backlog investment issues. A further updated in-depth Fleet Presentation was presented to SG Sponsorship Team and Finance Section on 20 August 2019.

3. The SFRS should consider a review of the relationship between the Fleet Function and the end user with a view to a more focused approach on customer satisfaction, thus achieving greater accountability and understanding of expectations from both partners.	3.1	SFRS doesn't recognise that any structural changes are required. However, the Asset Management Liaison Board is now a strategic meeting which takes place every 6 weeks and its membership is fully reflective of all of the end users of Fleet and Assets.	Iain Morris	Aug-19		Complete		100%		✓	Asset Management Liaison Board takes place every 6 weeks and its membership is fully reflective of all of the end users of Fleet and Assets.
4a. New concept vehicles and equipment should be thoroughly trialled and evaluated in order to ensure suitability, quality and Best Value before further roll-out. They should also be assessed for their impact on equality. New vehicle projects should incorporate a planned multi-departmental timeline to streamline a smooth transition into service.	4a.1	Ensure that all stakeholder departments are involved within the specification procurement and deployment of all new concept appliances.	Fleet Manager	Jul-19		Complete		100%		✓	This is now a standard approach for the User Intelligence Group (UIG) that form the specification and procurement process. Any new concept vehicle or vehicles will be authorised and commissioned at the Asset Management Liaison Board. Full project management procedures will be deployed to ensure their efficient and collective deployment across the service.
4b. This will assist with a more efficient use of resources and increase the number and quality of spare vehicles.	4b.1	Review and prepare a programme and report for upgrading of spare fleet appliances.	Scottish Fleet Manager	Jan-20	Apr-21	Complete		100%	May-21		Average Age of Fleet Paper.  This action is now complete. A paper has been completed on average age of Reserve fleet after the implementation of 30 new pumps across the Service.
5. The driver training fleet should be modernised to increase reliability and include vehicles with new technology, so drivers can develop appropriate skills from the outset or to meet the requirements of new technology.	5.1	Review and prepare a programme and report for upgrading of TED Driver Training appliances	Scottish Fleet Manager	Mar-20		Complete		100%	Jul-20	✓	3 new appliances dedicated to Driver training fleet along with refreshed roll-on fleet.
6. The strategy for technology employed in the governance, management and control of assets should be reviewed to produce and implement a modernised, standard approach for all stakeholders.	6.1	Asset Management will review and introduce a new or upgraded electronic asset management system.	Iain Morris	Mar-20		Complete		100%	Jul-20	✓	Version 9 of Tranman implemented and training complete.

7a. All workshop managers should incorporate condition scoring into their fleet governance to better inform vehicle replacement assessment, rather than age alone.	7a.1	The Regional Scottish Fleet Managers will introduce and monitor the national condition scoring within the ARCs that currently aren't recording this.	Regional Scottish Fleet Managers	Aug-19	Complete		100%	✓	Process now deployed across all of the 4 ARCs.
7b. The SFRS should review its Transport Strategy to better reflect the inclusion of condition scoring into the overall process.	7b.1	The Scottish Fleet Manager will review the strategy and ensure that condition scoring is explicit within the document.	Scottish Fleet Manager	Aug-20	Complete		100%	✓	New Standard inspection sheet with revised condition scoring implemented in all vehicle workshops.
8. The SFRS should embrace greater interdepartmental collaboration in respect of procurement of new vehicles and equipment with more focus on workshop and end user involvement. This should include multi-departmental evaluation following each procurement process, in order to compile organisational learning to inform and improve future project management.	8.1	NO ACTION REQUIRED. This is already captured and is covered under Recommendation 4. The actions that SFRS has taken to address this are the same as recorded for this recommendation.			Cancelled				See recommendation 4.
9. The SFRS should continue to ensure efficient workforce planning in respect to procurement staff with the monitoring of market allowances and horizon scanning for efficient succession planning. In order to ease capacity issues, the SFRS should investigate opportunities for collaborative procurement with other public-sector bodies where there is commonality.	9.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.			Cancelled				SFRS monitors market allowances on a two year basis and where there is a change in the market demand this can be referred to market allowance panel outside this time horizon. SFRS currently seeks opportunities for collaboration and will continue with this requirement.
10. The Procurement Department should work closely with TED in the inclusion of training packages within procurements to benefit all aspects of training. TED should then manage its provision.	10.1	NO ACTION REQUIRED. Situation has altered or changed considerably since the audit review.			Cancelled				All stakeholders are included in the UIG and TED requirements are incorporated where required.
11. The Procurement Department should work closely with workshops managers to maintain a quick and easy method of authorising the throughput of spare parts to reduce the time that vehicles are out of service awaiting spare parts sign off.	11.1	NO ACTION REQUIRED Situation has altered or changed considerably since the audit review.			Cancelled				SFRS has a set of internal controls that ensures orders above £4,000 are routed to procurement to confirm contracts are in place. This requirement will continue as to remove could lead to breach in standing orders and procurement legislation.

12. The SFRS should investigate further collaboration opportunities with emergency service partners. For example, shared maintenance and repair contracts in remote areas, shared workshops space, shared peer review and quality assurance and procurement of spare parts.	12.1	SFRS will strengthen its relationships with all the other emergency service partners and create a shared services activity schedule on our intranet site.	Iain Morris	Mar-20	Complete		100%	Jul-20	✓	Joint Asset Sharing Group agenda and minutes.
13a. The SFRS should undertake a review of working practices within the Fleet Function with a view to maximising overall staff output, improve staff development, secure Best Value and improve staff morale.	13a.1	A review will be initiated by the Regional Managers to look at all working practices and to agree and implement a new national performance based process. All the appraisal interviews will be completed and action plans developed.	Scottish Fleet Managers & Regional Scottish Fleet Managers	Mar-20	Complete		100%	Mar-20	✓	A series of performance reporting tiles have been implemented into the fleet management system.
13b. The SFRS should also consider a national on-call procedure for mechanics.	13b.1	Fleet Services will develop a new national on call procedure for mechanics.	Scottish Fleet Manager	Dec-20	Cancelled		100%			Following discussions with representative bodies colleagues at the Trade Union Liaison meeting on 23 June 2020 it was agreed that the stand-by arrangements should be maintained as area specific. This action is no longer required.
14a. The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.	14a.1	A succession plan will be developed and a report presented to Director of FCS for consideration.	Scottish Fleet Manager	Mar-20	Complete		100%		✓	Report on age profile of staff is now completed.
14b. The SFRS should also investigate the use of apprenticeships within the Fleet Function to promote a skilled workforce for the future.	14b.1	The Head of Asset Management will review and explore the possibility of introducing several apprenticeships across the 4 ARCS.	Scottish Fleet Manager	Aug-19	Complete		100%		✓	Funding has been secured for four apprentices, one for each ARCS. New apprentice posts have been secured.
15. The SFRS should consider what information the Fleet Function shares in terms of performance management and consider whether it best meets the needs of its customers.	15.1	Fleet Services will prepare a new suit of KPIs and these will be submitted and discussed at the AMLB for monitoring.	Iain Morris & Scottish Fleet Manager	Mar-20	Complete		100%		✓	KPIs



16. The Fleet H&S handbook should be implemented across all workshops sites. This would assist in workshops staff embracing cultural improvement in H&S and increasing near miss reporting in order to maximise organisational learning.	16.1	Fleet services will produce and issue a new revised Health and Safety Handbook.	Scottish Fleet Manager	Aug-19	Complete			100%	✓	Revised Health and Safety Handbook has been issued.
17. A training plan stemming from the H&S training gap analysis should be fully implemented for workshops managers in order to mitigate this organisational risk. Also, a gap analysis on H&S training should be carried out for mechanics and equipment staff in order to design and implement a training plan which will again mitigate organisational risk.	17.1	A Health and Safety Gap analysis will be completed and a training plan will be developed and implemented across all four ARCs .	Scottish Fleet Manager & Regional Scottish Fleet Managers	May-20	Complete			100%	May-20	✓ Training Matrix for all Health & Safety training requirements developed and implemented along with National Health & Safety action plan.
18. The SFRS having invested in an upgraded version, should fully assess whether Tranman is a suitable platform on which to build the management of all of its hard assets for the future. If so, it should give due consideration to future proof the system by the introduction of, a national standard for its usage. This should be supported by a thorough data cleansing programme and a training package for all staff who are required to use it.	18.1	SFRS has considered Tranman to be the platform for its fleet asset base for the foreseeable future. A new version (9) will be introduced and a full data cleanse will be initiated. This will also include a single operational process across all SFRS Sites.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Mar-20	Complete			100%	Jul-20	✓ Roll out of Tranman Version 9 across all workshop sites is complete along with a training package to all users. Tranman Version 9 working group minutes available on Fleet sharepoint site
19. The SFRS should explore with vehicle and equipment providers, the provision of a cover sheet which would detail all data input requirements for Tranman, including all separate warranties to allow for simple, standardised upload onto Tranman.	19.1	A standard procedure/process will be developed by Fleet Services and implemented	R&D Support Officer	Mar-20	Complete			100%	Jul-20	✓ Standard pre-delivery inspection sheet.
20. As long as the SFRS continue to use Tranman it should ensure that it is interfaced with Technology One in order to accurately manage budgets and recognise full life costs.	20.1	This is aligned to ACTION 15 Above and will form part of the KPIs	Iain Morris Head of Asset Management	Mar-20	Complete			100%	Mar-20	✓

21. Wi-Fi should be upgraded to cover all workshops areas in order to optimise the use of Wi-Fi enabled workshop equipment.	21.1	Fleet Services will ensure Wi-Fi connectivity is achieved within the 4 ARCs.	Iain Morris Head of Asset Management	Sep-20	Aug-21	Complete	11 August 21: Ongoing works to roll out WIFI commenced, however, a slip in timescales has occurred. The implementation of WIFI connections to all workshop sites is now anticipated to be completed by the end of August 2021 and, as such, a revised due date has been requested. This action has gone from green to amber due to the second slip in timescales. <b>17 November 2021: All fleet workshops have enabled access to Wi-Fi for vehicle software programming and updates. This action is now complete.</b>	100%	Sep-21	✓	All fleet workshops have enabled access to Wi-Fi for vehicle software programming and updates
22. A tracking system should be considered for the full fleet in order to improve efficiency in tracking and managing vehicle stock, the security of lone workers and to guard against vehicle misuse and theft.	22.1	An AVLS system this will be deployed across all the light fleet for better utilisation of the fleet.	Scottish Fleet Manager	Jun-19		Complete		100%		✓	AVLS system has been deployed across the light fleet.
23. Vehicle servicing in all areas should be fully audited in order to identify any major omissions, with an action plan generated to mitigate organisational risk. This should be coupled with a full evaluation of the vehicle maintenance schedule and inspection sheets in order to fully assess their suitability and cost effectiveness over the long-term.	23.1	A new independent audit and review section will be introduced to review and audit all the ARCs documentation and schedules.	Iain Morris Head of Asset Management	May-20	Sep-20	Complete		100%	Aug-20	✓	Asset Management project governance staff trained in requirements to audit by the FTA.
24. Workshops managers should ensure the availability and visibility of vehicle maintenance schedules so that SD can implement measures to limit the operational impact of vehicle reductions or changeovers. The availability and location of this schedule should be advertised to all end users.	24.1	1. A new procedure will be developed in conjunction with Service Area DACOS, to ensure that transparency and efficiency is achieved with regards to scheduling of services.	Scottish Fleet Manager	Dec-19		Complete		100%	Jul-20	✓	Intranet access to all station personnel has been granted whereby they can view open jobs and length of time vehicle has been in the workshop.
25. The SFRS should consider adopting a standardised Impress stocking system or similar, across all of its sites to greatly enhance efficiency. At the time of writing we understand that Police Scotland and the Scottish Ambulance Service are tendering together for an Impress system and the SFRS should explore the potential to work in partnership with this project.	25.1	1. A review of stock holdings will be initiated and this will consider if impress stock is actually the best method of providing this service. (Note all our fleet tenders are discussed with both Police and SAS)	Scottish Equipment Manager	Oct-20	Aug-21	Complete		100%	May-21	✓	The review has been undertaken and consultation has taken place with the Tech-One Administrator and it has been confirmed that the current configuration of Tech-One does not support impress stock. However, this will be reviewed when the new integrated People, Training, Finance and Assets System is implemented over the next few years.

26. The SFRS should introduce national guidance on responsibility for the movement of vehicles for service and maintenance. It is our opinion that this work is not the best use of a mechanic's or equipment technician's time.	26.1	A national procedure will be developed and implemented.	Scottish Fleet Manager	Dec-20	Dec-21	Complete	11 August 21: Fleet are currently compiling the job specification and job overview to allow the recruitment process to take place for the four new Driver posts which will facilitate the new national procedure. A second revised due date of December 2021 has been requested to complete the work, including the filling of the posts. This action remains at amber to due the time slippage. <b>17 November 2021: Job specification has been completed. Recruitment is currently on hold until Emergency Services Network (ESN) project timelines have been defined. As the national procedure has been developed and will be implemented when timescales have been confirmed by ESN, it is proposed that this action is signed off as completed.</b>	100%	Sep-21	✓	Job specification completed recruitment on hold until ESN project timelines defined
27. Consideration should be given to grouping vehicle inspections in remote rural areas, to cut down on travel time and improve efficiency. Again, working in partnership with other emergency services could provide benefit. Consideration should also be given to outsourcing more work in remote rural areas, when it is not cost effective to do so in-house	27.1	A review of the rural servicing schedules will be initiated and consider the recommendations stated.	Scottish Fleet Manager	Jun-19		Complete		100%		✓	All the schedules have been reviewed and realigned to minimise disruption.
28. Policy needs to be clear on the requirement, or not, of TED led driver familiarisation when driving an unfamiliar appliance. This aspect has been a contributory factor of appliance availability issues and in particular the use and movement of spare appliances around the country.	28.1	Refer to the MORR policy/Driver Handbook. Currently, there is a need for staff to undertake driver [familiarisation] training when staff are required to drive unfamiliar appliances. This is considered when new vehicles enter the service and, as part of the appliance relocation strategy.	DACO Training	Jun-19		Complete		100%		✓	Performance of driver training competencies incorporated with Training and Employee Development performance management processes.
29. Clarity should be given over who line manages equipment technicians in order to satisfy clear governance of their role.	29.1	A process will be initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service.	Scottish Fleet Manager & Regional Scottish Fleet Managers	Jul-19		Complete		100%		✓	Communications has taken place with ALL Fleet Employees to ensure that they are aware of their roles and understand their reporting lines.
30. Communications between workshop staff and SD should be improved in order to give staff confidence in the state of vehicle repair and better plan for vehicle reduction and changeover at fire stations. The procedure for mechanics signing onto fire stations and recording when defects are fixed should be adhered to.	30.1	A national procedure will be developed and implemented. (linked to recomm. 26)	Scottish Fleet Manager	Dec-20		Complete		100%		✓	Fleet staff now required to sign in at station as protocol by all fleet and equipment staff.
31. The SFRS should establish a national standard for the provision of spare appliances and whether vehicles will be delivered fully kitted with equipment or not.	30.1	Fully kitted appliances would not be possible at this stage due to capital proprieties being directed elsewhere	Scottish Fleet Manager	Mar-20		Complete		100%		✓	As agreed this would be the most advantageous way of delivering new appliances. However limited capital and high demands for other projects will negate this from happening.

<p>32. After a sufficient period of time has elapsed, the SFRS should carry out a detailed evaluation of the introduction and effectiveness of the RRUs introduced into operational service, in order to inform future provision. In general, greater collaboration between R&amp;R workshop and SD staff on vehicle and equipment projects is desirable.</p>	<p>31.1</p>	<p>Carry out post implementation evaluation in line with Operational Strategy Concept of Operations.</p>	<p>David Farries</p>	<p>Mar-22</p>	<p>Complete</p>	<p>100%</p>	<p>May-21</p>	<p>✓</p>	<p><u>RRU Mobilisations UHPL in use 19 May 21: Operational Strategy Framework now produced and includes all aspects of evaluation of firefighting appliances and extinguishing media. This update supersedes this action and we request that RRUs are included and considered alongside all appliances and equipment in the relevant Operational Strategy Concept of Operations action. If agreed, this action can be closed.</u></p>
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## AUDIT AND INSPECTION POSITION STATEMENT: HMFSI FLEET AND EQUIPMENT ACTION PLAN

### APPENDIX H

<b>Recommendation 1a Action 1a 1</b>	The SFRS should continue to invest in its workshops infrastructure in order to upgrade or maintain all facilities to a recognised national standard. Lessons learned from previous workshops projects should be incorporated into the new facility planned for the West SDA. The Project Board should maintain representative body and workforce participation.
<b>Opening position statement at</b>	N/A
<b>Closing position statement at May 2022</b>	SFRS will continue to invest in all its workplaces, our key priority is the relocation and modernisation of the Cowcaddens Workshops. An options review was carried out with a recommendation submitted to the Board by October 2019. After further discussion, it has been agreed to proceed with the West Asset Resource Centre construction at HQ Cambuslang. The Project Board have now signed off final building plans and construction has commenced.
<b>Recommendation 1b Action 1b 1</b>	All workshop sites should work in greater collaboration in order to encourage joined up thinking and standardise national practices.
<b>Opening position statement at</b>	N/A
<b>Closing Position statement at May 2022</b>	Fleet Services have initiated an internal working group to review and agree all the workshops national standard practices and documentation. All Fleet Workshop managers meeting's agenda and minutes documented and shared on Fleet Intranet site.
<b>Recommendation 1c Action 1c 1</b>	There should be a clear delineation of roles and responsibility for all stakeholders in respect of the Fleet Function.
<b>Opening position statement at</b>	N/A
<b>Closing Position statement at May 2022</b>	A process was initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the Service. Communication has taken place with all Fleet employees to ensure that they are aware of their roles and understand their reporting lines.
<b>Recommendation 2 Action 2.1</b>	The Scottish Government has recognised that the SFRS inherited a substantial capital backlog from the eight legacy services and has worked closely with the Service to identify and provide levels of increased capital funding. However, in order to continue to address this backlog the SFRS should continue to endeavour to secure appropriate capital funding to support the Service's future requirements.
<b>Opening position statement at</b>	No action required as this has already been completed with the publication of the Long Term Financial Strategy in 2017 and the last Audit Scotland Report. The SFRS will continue to lobby for additional funding streams from

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

		Scottish Government and will work towards addressing the backlog investment issues. A further updated in-depth Fleet Presentation was presented to SG Sponsorship Team and Finance Section on 20 August 2019.
<b>Closing Position statement at May 2022</b>		No action required, see above.
<b>Recommendation 3 Action 3.1</b>		The SFRS should consider a review of the relationship between the Fleet Function and the end user with a view to a more focused approach on customer satisfaction, thus achieving greater accountability and understanding of expectations from both partners.
<b>Opening position Statement at</b>		N/A
<b>Closing position statement at May 2022</b>		SFRS doesn't recognise that any structural changes are required. However, the Asset Management Liaison Board is now a strategic meeting which takes place every six weeks, and its membership is fully reflective of all end users of Fleet and Assets.
<b>Recommendation 4a Action 4a 1</b>		New concept vehicles and equipment should be thoroughly trialled and evaluated in order to ensure suitability, quality and Best Value before further roll-out. They should also be assessed for their impact on equality. New vehicle projects should incorporate a planned multi-departmental timeline to streamline a smooth transition into service.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		SFRS ensure that all stakeholder departments are involved within the specification, procurement and deployment of all new concept appliances. This is now a standard approach for the User Intelligence Group (UIG) that form the specification and procurement process. Any new concept vehicle or vehicles are authorised and commissioned at the Asset Management Liaison Board. Full project management procedures are deployed to ensure their efficient and collective deployment across the Service.
<b>Recommendation 4b Action 4b 1</b>		This will assist with a more efficient use of resources and increase the number and quality of spare vehicles.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		SFRS reviewed and prepared a programme and report for upgrading of spare fleet appliances. This action is now complete. A paper has been completed on average age of Reserve fleet after the implementation of 30 new pumps across the Service.
<b>Recommendation Action 5.1</b>	<b>5</b>	The driver training fleet should be modernised to increase reliability and include vehicles with new technology, so drivers can develop appropriate skills from the outset or to meet the requirements of new technology.

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

<b>Opening position statement at</b>	N/A
<b>Closing position statement at May 2022</b>	SFRS reviewed and prepared a programme and report for the upgrading of Driver Training appliances. Further meetings took place in August 2019 to review and upgrade the allocated dedicated vehicles assigned to Training. All new appliances are now commissioned and allocated to the operational stations via Training. This ensures that the driver training at station level is always on the new appliances. Additionally, three new appliances dedicated to driver training fleet have also been assigned to Training.
<b>Recommendation 6 Action 6.1</b>	The strategy for technology employed in the governance, management and control of assets should be reviewed to produce and implement a modernised, standard approach for all stakeholders.
<b>Opening position statement at</b>	N/A
<b>Closing position statement at May 2022</b>	Asset Management reviewed and introduced an upgraded electronic asset management system. Version 9 of our upgraded electronic asset management system is complete. A Tranman user group will be introduced as part of actions from the Strategic Asset Management Plan.
<b>Recommendation 7a Action 7a 1</b>	All workshop managers should incorporate condition scoring into their fleet governance to better inform vehicle replacement assessment, rather than age alone.
<b>Opening position statement at</b>	N/A
<b>Closing Position statement at May 2022</b>	The regional Scottish Fleet Managers have introduced and monitor the national condition scoring within the Asset Resource Centres. This process has been deployed across all four Asset Resource Centres.
<b>Recommendation 7b Action 7b 1</b>	The SFRS should review its Transport Strategy to better reflect the inclusion of condition scoring into the overall process.
<b>Opening position Statement at</b>	N/A
<b>Closing position statement at May 2022</b>	The Scottish Fleet Manager has reviewed the strategy and ensures that condition scoring is explicit within the document. The Fleet Manager has revised the Standard Inspection Sheet to include condition scoring.
<b>Recommendation 8 Action 8.1</b>	The SFRS should embrace greater interdepartmental collaboration in respect of procurement of new vehicles and equipment with more focus on workshop and end user involvement. This should include multi-departmental evaluation following each procurement process, in order to compile organisational learning to inform and improve future project management.



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

<b>Opening position statement at</b>	NO ACTION REQUIRED. This is already captured and is covered under Recommendation 4: SFRS ensure that all stakeholder departments are involved within the specification, procurement and deployment of all new concept appliances. This is now a standard approach for the User Intelligence Group (UIG) that form the specification and procurement process. Any new concept vehicle or vehicles are authorised and commissioned at the Asset Management Liaison Board. Full project management procedures are deployed to ensure their efficient and collective deployment across the Service.
<b>Closing position statement at</b>	N/A
<b>Recommendation 9 Action 9.1</b>	The SFRS should continue to ensure efficient workforce planning in respect to procurement staff with the monitoring of market allowances and horizon scanning for efficient succession planning. In order to ease capacity issues, the SFRS should investigate opportunities for collaborative procurement with other public-sector bodies where there is commonality.
<b>Opening position statement at</b>	NO ACTION REQUIRED. SFRS monitors market allowances on a two-yearly basis and where there is a change in the market demand this can be referred to the market allowance panel outside this time horizon. The SFRS currently seeks opportunities for collaboration and will continue with this requirement.
<b>Closing position statement at</b>	N/A
<b>Recommendation 10 Action 10.1</b>	The Procurement Department should work closely with TED in the inclusion of training packages within procurements to benefit all aspects of training. TED should then manage its provision.
<b>Opening position statement at</b>	NO ACTION REQUIRED. All stakeholders are included in the User Intelligence Groups and TED requirements are incorporated where required.
<b>Closing position statement at</b>	N/A
<b>Recommendation 11 Action 11.1</b>	The Procurement Department should work closely with workshops managers to maintain a quick and easy method of authorising the throughput of spare parts to reduce the time that vehicles are out of service awaiting spare parts sign off.
<b>Opening position statement at</b>	NO ACTION REQUIRED

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

		The SFRS has a set of internal controls that ensures orders above £4,000 are routed to procurement to confirm contracts are in place. This requirement will continue as to remove could lead to breach in standing orders and procurement legislation.
<b>Closing position statement at</b>		N/A
<b>Recommendation Action 12.1</b>	<b>12</b>	The SFRS should investigate further collaboration opportunities with emergency service partners. For example, shared maintenance and repair contracts in remote areas, shared workshops space, shared peer review and quality assurance and procurement of spare parts.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		The SFRS has strengthened its relationships with all the other emergency service partners and create a shared services activity schedule on our intranet site. Excellent progress has already been made on this with exception of all our key shared property processes. Fleet are now involved in the following areas of shared services: 1. AVLS Joint Share Contract currently being Deployed 2. Consumable Spares contract (SFRS Leading) 3. Electric Vehicles Infrastructure 4. Shared workshop opportunities 5. Regular contact meetings to discuss shared opportunities The Joint Asset Sharing Group was set up with Police SAS and SFRS and continues to look for collaboration opportunities.
<b>Recommendation Action 13a 1</b>	<b>13a</b>	The SFRS should undertake a review of working practices within the Fleet Function with a view to maximising overall staff output, improve staff development, secure Best Value and improve staff morale.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A review was initiated by the Regional Managers to look at all working practices and to agree and implement a new national performance-based process. All the appraisal interviews were completed, and action plans developed. Tranman version 9 has been updated to include performance reporting tiles.
<b>Recommendation Action 13b 1</b>	<b>13b</b>	The SFRS should also consider a national on-call procedure for mechanics.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Following discussions with representative bodies colleagues at the Trade Union Liaison meeting on 23 June 2020 it was agreed that the stand-by arrangements should be maintained as area specific. This action is no longer required.

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

<b>Recommendation Action 14a 1</b>	<b>14a</b>	The SFRS should closely monitor retirement profiles and recruit effectively to avoid long-term staff reduction and a resultant decrease in production.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A succession plan was developed, and a report presented to Director of Finance and Contractual Services for consideration. A report on age profile of staff was also completed.
<b>Recommendation Action 14b 1</b>	<b>14b</b>	The SFRS should also investigate the use of apprenticeships within the Fleet Function to promote a skilled workforce for the future.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Funding has been secured for four apprentices, one for each Asset Resource Centre. New apprentice posts have been secured.
<b>Recommendation Action 15.1</b>	<b>15</b>	The SFRS should consider what information the Fleet Function shares in terms of performance management and consider whether it best meets the needs of its customers.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Fleet Services have prepared a suite of Key Performance Indicators (KPI) and these are submitted and discussed at the Asset Management Liaison Board for monitoring. The Strategic Asset Management Plan: Fleet will also have additional KPIs defined to monitor progress of objectives and actions.
<b>Recommendation Action 16.1</b>	<b>16</b>	The Fleet H&S handbook should be implemented across all workshops sites. This would assist in workshops staff embracing cultural improvement in H&S and increasing near miss reporting in order to maximise organisational learning.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Fleet services have produced and issued a new revised Health and Safety Handbook.
<b>Recommendation Action 17.1</b>	<b>17</b>	A training plan stemming from the H&S training gap analysis should be fully implemented for workshops managers in order to mitigate this organisational risk. Also, a gap analysis on H&S training should be carried out for mechanics and equipment staff in order to design and implement a training plan which will again mitigate organisational risk.
<b>Opening position statement at</b>		N/A

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

<b>Closing position statement at May 2022</b>		A Health and Safety Gap analysis was completed and a training plan developed and implemented across all four Asset Resource Centres. A training Matrix for all Health & Safety training requirement was developed and implemented along with National Health & Safety action plan.
<b>Recommendation Action 18.1</b>	<b>18</b>	The SFRS having invested in an upgraded version, should fully assess whether Tranman is a suitable platform on which to build the management of all of its hard assets for the future. If so, it should give due consideration to future proof the system by the introduction of, a national standard for its usage. This should be supported by a thorough data cleansing programme and a training package for all staff who are required to use it.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Roll out of Tranman Version 9 across all workshop sites was completed along with a training package to all users. Tranman Version 9 working group minutes available on Fleet SharePoint site. A Tranman user group will be instigated and review of handheld devices for data input as actions stemming from the Strategic Asset Management Plan.
<b>Recommendation Action 19.1</b>	<b>19</b>	The SFRS should explore with vehicle and equipment providers, the provision of a cover sheet which would detail all data input requirements for Tranman, including all separate warranties to allow for simple, standardised upload onto Tranman.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A standard pre- delivery inspection sheet has been passed by Operations Assurance Board and implemented.
<b>Recommendation Action 20.1</b>	<b>20</b>	As long as the SFRS continue to use Tranman it should ensure that it is interfaced with Technology One in order to accurately manage budgets and recognise full life costs.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		This is aligned to ACTION 15.1 above and will form part of the KPIs. A series of performance reporting tiles have been implemented into the Fleet Management System.
<b>Recommendation Action 21.1</b>	<b>21</b>	Wi-Fi should be upgraded to cover all workshops areas in order to optimise the use of Wi-Fi enabled workshop equipment.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		All fleet workshops have enabled access to Wi-Fi for vehicle software programming and updates.

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

<b>Recommendation Action 22.1</b>	<b>22</b>	A tracking system should be considered for the full fleet in order to improve efficiency in tracking and managing vehicle stock, the security of lone workers and to guard against vehicle misuse and theft.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A vehicle tracking system has been deployed across the light fleet.
<b>Recommendation Action 23.1</b>	<b>23</b>	Vehicle servicing in all areas should be fully audited in order to identify any major omissions, with an action plan generated to mitigate organisational risk. This should be coupled with a full evaluation of the vehicle maintenance schedule and inspection sheets in order to fully assess their suitability and cost effectiveness over the long-term.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Asset Management Project Governance staff trained in requirements to audit by the Freight Transport Association.
<b>Recommendation Action 24.1</b>	<b>24</b>	Workshops managers should ensure the availability and visibility of vehicle maintenance schedules so that SD can implement measures to limit the operational impact of vehicle reductions or changeovers. The availability and location of this schedule should be advertised to all end users.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A new procedure was developed in conjunction with Service Area Deputy Assistant Chief Officers to ensure that transparency and efficiency was achieved with regards to scheduling of services. Intranet access to all station personnel has been granted whereby they can view open jobs and length of time vehicle has been in the workshop.
<b>Recommendation Action 25.1</b>	<b>25</b>	The SFRS should consider adopting a standardised Impress stocking system or similar, across all of its sites to greatly enhance efficiency. At the time of writing we understand that Police Scotland and the Scottish Ambulance Service are tendering together for an Impress system and the SFRS should explore the potential to work in partnership with this project.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A review of stock holdings was initiated and considered if impress stock is the best method of providing this service. (Note all our fleet tenders are discussed with both Police and SAS) It was confirmed that the current configuration of Tech-One does not support impress stock. However, this will be reviewed when the new integrated People, Training, Finance and Assets System is implemented over the next few years.

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

<b>Recommendation Action 26.1</b>	<b>26</b>	The SFRS should introduce national guidance on responsibility for the movement of vehicles for service and maintenance. It is our opinion that this work is not the best use of a mechanic's or equipment technician's time.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A national procedure was developed and implemented. Fleet compiled the job specification and job overview to allow the recruitment process to take place for the four new Driver posts which will facilitate the new national procedure. Recruitment is currently on hold until Emergency Services Network (ESN) project timelines have been defined. As the national procedure has been developed and will be implemented when timescales have been confirmed by ESN, this action is signed off as completed.
<b>Recommendation Action 27.1</b>	<b>27</b>	Consideration should be given to grouping vehicle inspections in remote rural areas, to cut down on travel time and improve efficiency. Again, working in partnership with other emergency services could provide benefit. Consideration should also be given to outsourcing more work in remote rural areas, when it is not cost effective to do so in-house.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A review of the rural servicing schedules was initiated and considered the recommendations stated. All the schedules have been reviewed and realigned to minimise disruption.
<b>Recommendation Action 28.1</b>	<b>28</b>	Policy needs to be clear on the requirement, or not, of TED led driver familiarisation when driving an unfamiliar appliance. This aspect has been a contributory factor of appliance availability issues and in particular the use and movement of spare appliances around the country.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Refer to the Management of Occupational Road Risk Policy/Driver Handbook. Currently, there is a need for staff to undertake driver [familiarisation] training when staff are required to drive unfamiliar appliances. This is considered when new vehicles enter the Service and, as part of the appliance relocation strategy. Performance of driver training competencies incorporated with Training performance management processes.
<b>Recommendation Action 29.1</b>	<b>29</b>	Clarity should be given over who line manages equipment technicians in order to satisfy clear governance of their role.
<b>Opening position statement at</b>		N/A

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

<b>Closing position statement at May 2022</b>		A process was initiated to ensure that all Fleet Personnel understand their reporting lines and their roles within the service. Communication has taken place with all Fleet Employees to ensure that they are aware of their roles and understand their reporting lines.
<b>Recommendation Action 30.1</b>	<b>30</b>	Communications between workshop staff and SD should be improved in order to give staff confidence in the state of vehicle repair and better plan for vehicle reduction and changeover at fire stations. The procedure for mechanics signing onto fire stations and recording when defects are fixed should be adhered to.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		A national procedure was developed and implemented (linked to recommendation 26). Fleet staff now required to sign in at station as protocol by all fleet and equipment staff.
<b>Recommendation Action 31.1</b>	<b>31</b>	The SFRS should establish a national standard for the provision of spare appliances and whether vehicles will be delivered fully kitted with equipment or not.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Fully kitted appliances were not possible at this stage due to capital proprieties being directed elsewhere. This would be the most advantageous way of delivering new appliances. However limited capital and high demands for other projects will negate this from happening. An order for appliances was however completed with a full complement of equipment.
<b>Recommendation Action 32.1</b>	<b>32</b>	After a sufficient period of time has elapsed, the SFRS should carry out a detailed evaluation of the introduction and effectiveness of the RRUs introduced into operational service, in order to inform future provision. In general, greater collaboration between R&R workshop and SD staff on vehicle and equipment projects is desirable.
<b>Opening position statement at</b>		N/A
<b>Closing position statement at May 2022</b>		Rapid Response Unit (RRU) mobilisations and Ultra High-Pressure Lance now in use. An Operational Strategy Framework now produced and includes all aspects of evaluation of firefighting appliances and extinguishing media. RRUs are included and considered alongside all appliances and equipment in the relevant Operational Strategy Concept of Operations action.



## SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Directorate



Report No: C/SDC/12-33

Agenda Item: 8.3

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	31 MAY 2022							
Report Title:	UNWANTED FIRE ALARM SIGNALS (UFAS) PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE							
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <u><a href="#">Board Standing Order 9</a></u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	To provide the Service Delivery Committee (SDC) with an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model.							
<b>2</b>	<b>Background</b>							
2.1	Following the completion of a significant consultation exercise the Scottish Fire and Rescue Board (SFRS) Board, on 16 December 2021, selected the preferred AFA response model. The model selected was based on option A from the Time for Change Consultation Document with additional considered exemptions and an extension to the implementation date. The date for implementation is now 1 April 2023							
2.2	To allow the implementation of the project to be delivered in a coordinated manner an implementation work plan was designed. This has 6 workstreams which are; <ul style="list-style-type: none"> <li>• Policy Review</li> <li>• Performance Measures</li> <li>• Comms &amp; Engagement</li> <li>• Training and Awareness</li> <li>• Configure Mobilising System</li> <li>• ARC Operating Agreements</li> </ul>							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The SFRS is undertaking a significant review of how it responds to AFA's. Following a significant consultation exercise a preferred model has been selected. In order to deliver this model an implementation work plan has been designed. This work plan has identified 6 key work streams and a number of milestone actions within them, desired membership of appropriate sub-groups was identified and shared with Senior Management Board (SMB) members to nominate appropriate personnel to support the required work.							
3.2	To set the tone for the delivery of the model, the Preparing for Implementation Working Group (PIWG) and the UFAS Project Review Board (PRB) agreed that the Communications and Engagement work stream was a priority and could operate as a pilot in setting out how subsequent sub-groups would operate. Following an initial meeting of the Communication & Engagement sub-group a comprehensive Communication & Engagement plan has been drafted and is scheduled for presentation and discussion at PRB on 17 May 2022.							

3.3	The sub-group are also progressing LSO Briefing Packs, postcards for distribution to relevant premises, posters to raise internal awareness and plans to host a live broadcast advising duty holders of the changes and actions they should consider. To further support the dissemination of information a new AFA Response Model web-page has been created that duty holders can be signposted to. This offers advice and guidance on actions they should consider to prepare themselves for the pending change
3.4	Specific, direct engagement with alarm receiving centres (ARCs) is being planned which will commence the process to develop operating arrangements with them. The SFRS legal team have advised the project team against progressing these as formal legal agreements due to the potential complexities of liaising with the legal teams of the 44 ARCs who currently pass calls to our 3 Operations Controls (OC).
3.5	The Policy Review sub-group, is a group that had been formed earlier in the project and has continued the to address policy linked actions. This has ensured that this section of the workplan continues to progress well.
3.6	Regular engagement with both Performance and Data Services and Operational Control staff has allowed a suite of draft performance measures to be produced. These have been discussed at PIWG and PRB and agreed subject to confirmation of the capabilities of Systel to provide OC related data.
3.7	All work streams are continuing to work to the current implementation date of 1 April 2023, however, recognising the interdependency between the new response model and the availability of Systel to support this, the PRB receive regular updates from OC via Command and Control Futures (CCF) project to ensure both are closely aligned.
<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 measurable savings achieved through delivery of the new response model will be included within forward reporting measures.
5.2	<b>Environmental &amp; Sustainability</b>
5.2.1	The environmental benefits achieved, compared against the intended benefits, will be included within forward reporting measures.
5.3	<b>Workforce</b>
5.3.1	The additional hours of productivity achieved, compared against the intended benefits, will be included within forward reporting measures.
5.4	<b>Health &amp; Safety</b>
5.4.1	The number of vehicle accidents and personal injuries experienced through response to AFA activations is expected to reduce and are included within proposed performance measures.
5.5	<b>Training</b>
5.5.1	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.

5.5.2	The communications and engagement plan will supplement and support the new response arrangements and training of personnel.
5.6	<b>Timing</b>
5.6.1	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.
5.7	<b>Performance</b>
5.7.1	Appropriate performance measures will be developed and agreed through an appropriate workstream of the work plan.
5.7.2	Progress updates against the work plan will be presented at quarterly SDC meetings.
5.8	<b>Communications &amp; Engagement</b>
5.8.1	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	There are not anticipated to be any legal issues though the delivery of the work plan. Any potential legal challenges were identified through the options appraisal and consultation phases.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i> A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed Yes/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>20 April 2022</i>	<i>For scrutiny</i>
<i>Service Delivery Directorate MT</i>	<i>-</i>	<i>For information</i>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Information</i>

	<b>GREEN</b> - Action on target. Milestones progressing as expected.
	<b>AMBER</b> - Some slippage on milestones but still likely to complete overall action by target end date.
	<b>RED</b> - 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> - Identify all issues that have triggered the review and need to revise the policy - Are aims of the policy still relevant? - 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> - Literature review - Data Analysis - Best practice - Views of relevant staff & stakeholders e.g UFAS Champions - 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> - Identify key staff and stakeholders - Use Concept of Operations to isolate sections of policy and identify relevant personnel to assist in drafting of these sections - consider piloting as draft develops				
			Jan-23	<b>Consultation</b> - Potential Engagement with Key staff & Stakeholders - SFRS Formal Consultation process (28 days)				
			Feb-23	<b>Approval</b> - Submitted to relevant SFRS Executive Group(s) for approval				
			Mar-23	<b>Implementation &amp; Communication</b> - Set Date for Implementation - Ensure effective communications prior to and following implementation				
2	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary	
	Mar-23	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.		75%	A draft set of performance measures, including identifying key sources and people, have been developed for discussion at PIWG. 1/4/22 - Review board generally content with proposed performance measures, additional task to explore the impact of the new response model on "on-call" primary employers. Benchmarking options being discussed.	
			Oct-22	Identify data sources to support agreed measures e.g. Power BI, Systel, Other		80%	1/4/22 - PDS confident that PowerBI will be able to support those performance measures that are additional to the benefits & risks identified during the consultation phase. Full capabilities of Systel are not yet known.	
			Dec-22	Develop processes for collecting and analysing data, and periodic reporting against measures.		20%	1/4/22 - Initial, informal contact was made with relevant staff during development of proposed performance measures. This will need formalised once reporting frequencies are established.	
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		100%	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.		90%	1/4/22 - Initial meeting of C&E sub-group has taken place with some initial actions agreed. New AFA Response webpage to be created with some simple, initial guidance. This will be updated regularly as the comms plan progresses. 4/5/22 - Comms and Engagement plan has been drafted for presentation to PIWG and review board for agreement and comment.	
			Mar-22	Produce datasets to support LSO areas manage the released capacity across their RVDS stations in response to retention concerns raised during consultation.		90%	1/4/22 - Historic AFA/UFAS activity across on-call station areas have been established. This will be provided to local LSO teams as part of internal comms plan, supported by on-call project personnel.	
			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	Jun-22	Conduct a trg needs analysis based on changes to AFA response model, revisions to UFAS Policy and feedback from staff during the consultation.				
			Aug-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	Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements	TBD	Liaise with the CCMS project team, to discuss requirements and agree scheduling for completing this piece of work.			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.	
			TBD	Complete configuration work and undertake testing				
6	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary	
	Mar-23	Work with Alarm Receiving Centres (ARCs) to establish new operating agreements based on the expectations of the new response model	Apr-22	Confirm accuracy and relevance of existing ARC list and establish points of contact with all.		30%	1/4/22 - Contact made with all current ARCs using existing email contact details and website searches. Points of contact established with 17 of 44 ARCs.	
			Apr-22	Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations.		5%	1/4/22 - Initial discussions with SFRS legal team has resulted in a review of the terminology. They have suggested moving away from developing legal agreements and consider adopting a form of operating principles instead. 10/5/22 - Development of working agreements will be included within ARC engagement sessions during delivery of communications plan.	
			Oct-22	Deliver sector-specific engagement session(s) to educate and inform ARC procedures.			1/4/22 - This will form part of overall comms & engagement plan	
			Dec-22	Prepare and sign off revised agreements				

\* Implementation of the new response model is reliant on the introduction of the new OC mobilising system, Systel. Any extension to Systel's introduction will impact directly on the implementation date of the new AFA response model.

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/14-22

Agenda Item: 9.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	31 MAY 2022						
Report Title:	SFRS OPERATIONAL CLINICAL GOVERNANCE FRAMEWORK - UPDATE						
Report Classification:	For Information	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <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 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 deliver 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 and signed by the SFRS Deputy Chief Officer and the SAS Chief Executive.						
3.2	The Service Level Agreement for the SFRS Operational Clinical Governance Framework has been drafted by the SFRS legal team and will be consulted and agreed by the SAS legal team. (As per the procedure for agreeing the MOU)						
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 objectives 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 TWG have had two meetings since the last SDC update. The objectives for this financial year are: <ul style="list-style-type: none"> <li>• Updating some areas of our casualty care training package as recommended by the SAS after their initial review;</li> <li>• Introduction of more video content within the SFRS casualty care training packages;</li> </ul>						

	<ul style="list-style-type: none"> <li>• Introduction of new equipment to enhance the SFRS Trauma kit: <ul style="list-style-type: none"> <li>○ Oxygen therapy masks (various types to align with SAS)</li> <li>○ Pulse Oximeters</li> <li>○ Blast bandages</li> <li>○ Tourniquets</li> <li>○ Pelvic Binders</li> </ul> </li> <li>• Development of system to gather information with regard to the care administered to casualties; (adaption of system created for OHCA project)</li> <li>• Provision of SAS Reachback service which will provide SFRS crews with advice via mobile phone from a SAS clinician whilst they are at incidents treating casualties with no Ambulance on scene.</li> </ul>
3.7	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.
3.8	The SFRS Training and Operations management teams have embedded these arrangements and are progressing 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, the objectives for year 2022/23 and the move to embed 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	<b>Timing</b>
5.7.1	To be confirmed.



5.8	<b>Performance</b>	
5.8.1	To be confirmed.	
5.9	<b>Communications &amp; Engagement</b>	
5.9.1	To be confirmed.	
5.10	<b>Legal</b>	
5.10.1	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	<b>Information Governance</b>	
5.11.1	<i>DPIA completed Yes.</i>	
5.12	<b>Equalities</b>	
5.12.1	<i>EIA completed Yes.</i>	
5.13	<b>Service Delivery</b>	
5.13.1	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>	Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training	
<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>31 May 2022</i>	<i>For Information</i>

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/15-22

Agenda Item: 9.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	31 MAY 2022						
Report Title:	GRENFELL TOWER FIRE – PHASE 1 CLOSING REPORT						
Report Classification:	For Scrutiny	<p style="text-align: center;"><b>Board/Committee Meetings ONLY</b>  <b>For Reports to be held in Private</b>  <b>Specify rationale below referring to</b>  <u><b>Board Standing Order 9</b></u></p>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee with a closing report detailing the progress and actions taken against the recommendations contained within the SFRS Grenfell Tower Phase 1 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 (GTRT) report, published April 2019, provided a comprehensive evaluation to identify lessons from the incident. Shortly after, the UK Government Public Inquiry, the Grenfell Tower Inquiry (GTI) produced its Phase 1 report, published 30 October 2019 -. <a href="https://www.grenfelltowerinquiry.org.uk/phase-1-report">https://www.grenfelltowerinquiry.org.uk/phase-1-report</a>						
2.3	In response to this, the Scottish Government (SG) convened a specific Ministerial Working Group for Building and Fire Safety (MWG). Details of the MWG work can be found here - <a href="https://www.gov.scot/groups/ministerial-working-group-building-and-fire-safety/">https://www.gov.scot/groups/ministerial-working-group-building-and-fire-safety/</a>						
2.4	The published response from the SG to the GTI Phase 1 report can be referenced here – <a href="https://www.gov.scot/publications/scottish-government-response-grenfell-inquiry-phase-1-recommendations/pages/1/">https://www.gov.scot/publications/scottish-government-response-grenfell-inquiry-phase-1-recommendations/pages/1/</a>						
2.5	11 of the recommendations within the GTI Phase 1 report were allocated to the work of the MWG. These largely relate to legislative or regulatory matters that are out with the scope of the SFRS.						
2.6	The SFRS established a working group to create, develop and coordinate a detailed action plan based on the LFB GTRT and the remaining GTI Phase 1 report recommendations. The SFRS Grenfell Action Plan combined 13 recommendations from the LFB GTRT report and 31 recommendations from the GTI Phase 1 report that were applicable to Fire and Rescue Services: creating a total of 44 recommendations.						

2.7	SFRS has taken full cognisance of the 44 recommendations and worked collectively to ensure that any learning opportunity has been fully explored, and any subsequent actions taken to meet or exceed the requirements of each recommendation in their entirety.
<b>3</b>	<b>Main Report/Detail</b>
3.1	The 44 recommendations are detailed in the SFRS Grenfell Action Plan, which has been summarised and detailed in Appendix A of this report for ease of reference.
3.2	Each recommendation has been addressed and the content of the report outlines the steps and actions that were taken to demonstrate if SFRS have met, exceeded or transferred (to other workstreams) the requirements of each recommendation.
3.3	To appropriately address each recommendation, the SFRS working group established a baseline position that recognised the specific and differing regulatory and legislative environment within Scotland. The group then detailed the appropriate actions to directly satisfy or exceed each recommendation. Where steps to achieve a recommendation were deemed as not practicable, measures were taken to meet the spirit of the recommendation or, where appropriate, review and test existing procedures.
3.4	The proposed actions were allocated to the appropriate Directorate and/or Function to progress, and timescales for completion were agreed.
3.5	<b>Recommendations and Actions</b>
3.6	This section provides an overview of the progress made against the 44 actions with more detail included within Appendix A. The table in Appendix A provides abbreviated details from the Action Log; summarising how actions taken to meet the GTRT and GTI recommendations have been met and closed.
3.7	The paragraphs below provide a general overview of actions taken, highlighting the improvements implemented across the SFRS to bolster policies, procedures, training capabilities, resources and equipment.
3.8	Where the recommendations rest with the MWG and have elements that may require a revised approach in terms of regulation or legislation, SFRS have noted the recommendation and will continue to monitor for any legislative or regulatory changes.
3.9	Where SFRS have had scope and capability to progress actions this has been captured and completed as detailed in the action plan and summarised in Appendix A.
3.10	<p>Actions taken by SFRS to address the GTI Phase 1 recommendations are wide and varied but include -</p> <ul style="list-style-type: none"> <li>• Extensive review, refinement and publication of Policy and Operational Guidance (POG) – with both the Breathing Apparatus POG and the Incident Command POG amended and updated,</li> <li>• General Information Note (GIN) - Major Incidents and Control Operating Procedure for Incident Response reviewed and amended,</li> <li>• Revised training arrangements with SMARTEU to train SFRS Loggists to accurately record decisions on the tri-service log,</li> <li>• SFRS ICL course content reviewed and amended to ensure Decision Making, Major Incident declaration and logging of decision training is provided</li> <li>• SFRS High Rise Standard Operating Procedure (SOP) reviewed, revised and amended</li> <li>• In vehicle solutions project commenced to progress the hardware and software requirements to provide SFRS operational crews detailed risk information via the appliance on board tablet,</li> </ul>

	<ul style="list-style-type: none"> <li>• Gap analysis of SFRS procedures against National Operational Guidance (NOG) for Incident Command and Operations Control (OC),</li> <li>• Specific training for Operational staff to improve knowledge and skills to undertake Multi-Storey Flat (MSF) Operational Assurance Visits,</li> <li>• Delivery of virtual and live play exercises involving Operations and OC staff at real buildings to test Incident Command decision making, consider human behaviour, bolster and test Fire Survival Guidance, test OC to fireground communications/improve situational awareness and test agility to change tactics from a stay put policy to full or partial evacuation,</li> <li>• Improve SFRS Operational Intelligence processes and ensure that robust communication pathways are effective to share risk information across the Service and other blue light and partner stakeholders,</li> <li>• SFRS staff trained to recognise the types of building construction in the built environment and how it can be expected to react in a fire situation. LCMS training packages have been reviewed to meet this recommendation,</li> <li>• Improved awareness of Positive Pressure Ventilation resources, tactics and operational use,</li> <li>• Enhanced Command Support Unit crew training and maintenance of skills arrangements to robustly resource and manage large scale MSF evacuations,</li> <li>• Trial of smoke hoods to support occupier evacuation processes,</li> <li>• Significant changes to OC systems to improve live information sharing with other blue light partners.</li> </ul>
3.11	The full list of recommendations can be reviewed in Appendix A
3.12	<u>Next Steps</u>
3.13	<p>In addition to the completion of the action plan, the SFRS continues to support the following Working Groups.</p> <ul style="list-style-type: none"> <li>• The Grenfell Inquiry Phase 2 Working Group – To consider the emerging recommendations from Phase 2 (see below).</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> <li>• The Scottish Government Single Building Assessment Scheme – Considering remediation for buildings where dangerous cladding materials have been identified.</li> <li>• Continuation of the SFRS High Rise Continuous Improvement Group (HR CIG) to monitor GTI Phase 2 developments and other significant fires on a national and international basis to act on early identified learning opportunities.</li> </ul>
3.14	Phase 2 of the Grenfell Tower Inquiry began on 20 January 2020 and remains ongoing. The Phase 2 report and recommendations are due for publication in Spring 2023. SFRS attend the SG GTI Phase 2 Working Group – a group that is actively monitoring the progress of the GTI and taking steps to identify emerging themes and actions required to progress immediately in advance of the full report and recommendations.
3.15	The SFRS will host the HR CIG every two months to consider potential GTI Phase 2 learning opportunities and actions required as they emerge.
3.16	The group will also focus on other learning opportunities gleaned from significant fire incidents across the UK and the world. The group is chaired by Prevention and Protection and consists of representatives from the Prevention and Protection, Operations, and Area based Service Delivery and Training functions. Each representative is responsible for progressing work through their respective Function and providing progress updates.

<b>4</b>	<b>Summary</b>
4.1	The 44 actions resulting from the GTI Phase 1 report have been either processed and closed or moved to another action plan for completion.
4.2	Extensive work has been undertaken to ensure that the SFRS has considered and acted appropriately in response to each of the recommendations. This approach will provide outcome-based evidence that we have taken the opportunity to continuously improve our policies, procedures, resources and equipment.
4.3	Our engagement with partners through the MWG has been invaluable in progressing legislative and regulatory issues that lie out with the ability of SFRS to progress in isolation.
4.4	The holistic approach taken to action the recommendations has featured a cross-Function and cross-Directorate approach. This collaborative approach has resulted in SFRS undertaking meaningful and significant review work. Through this process, several key areas were identified for improvement, and appropriate actions have been taken.
4.5	This closing report provides evidence of the approach applied and formidable volume of work that has been undertaken. When considered in its entirety, the measurable outcomes related to the GTI Phase 1 Action Plan have undoubtedly improved SFRS resilience, capability, knowledge, resources, equipment, policy, procedure and processes.
4.6	SFRS await the publication of the GTI Phase 2 Report. In the interim the Service will continue to monitor Phase 2 of the inquiry through the HRCIG, anticipating and acting on emerging issues identified through that process.
<b>5</b>	<b>Recommendation</b>
5.1	SDC is invited to scrutinise the information provided in this closing report and the detail provided in Appendix A.
<b>6</b>	<b>Key Strategic Implications</b>
6.1	<b>Financial</b>
6.1.1	Financial impact of the GTI Phase 1 work has been met within current budget provisions
6.2	<b>Environmental &amp; Sustainability</b>
6.2.1	There has been no tangible impact on the environment during this process
6.3	<b>Workforce</b>
6.3.1	Our workforce has benefited from positive outcomes during this process in the form of reviewed policy, procedures, knowledge, resources and equipment.
6.4	<b>Health &amp; Safety</b>
6.4.1	Health and Safety has been improved policy and procedural changes through several of the outcomes delivered.
6.5	<b>Training</b>
6.5.1	Training provision has been improved through several of the outcomes delivered at all operational levels within the organisation.
6.6	<b>Timing</b>
6.6.1	The closing of the GTI Phase 1 actions has concluded within a reasonable time period.

6.7 6.7.1	<b>Performance</b> Continuous performance improvement has been demonstrated through several of the actions and outcomes relating to these.
6.8 6.8.1	<b>Communications &amp; Engagement</b> Communication and engagement has been key to the successful delivery of outcomes throughout the SFRS during this process
6.9 6.9.1	<b>Legal</b> SFRS has taken steps to recognise where improvements can be made to meet our legal obligations and responsibilities under the HSWA the FSA and other appropriate legislation.
6.10 6.10.1	<b>Information Governance</b> <i>DPIA completed Yes/No. If not applicable state reasons.</i> No sensitive Data Protection Issues within this report
6.11 6.11.1	<b>Risk</b> Organisational risk has been reduced through recognition of the learning opportunities presented through the GTI Phase 1 recommendations and the subsequent actions and outcomes delivered throughout the Service.
6.12 6.12.1	<b>Equalities</b> <i>EIA completed Yes/No. If not applicable state reasons.</i> There are no EIA issues contained within this report
6.13 6.13.1	<b>Service Delivery</b> Service Delivery impact has been managed through the Grenfell working group workstreams and will continue to be managed through existing governance channels.
<b>7</b>	<b>Core Brief</b>
7.1	Not Applicable
<b>8</b>	<b>Appendices/Further Reading</b>
8.1	Appendix A: SFRS Grenfell Tower Inquiry Phase 1 Action Plan summary
8.2	<u>Further Reading</u> <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> ).  Scottish Government Ministerial Working Group for Building and Fire Safety - <a href="#">MWG Webpage</a>  The Scottish Government SG response to the GTI Phase 1 report here - <a href="#">Scottish Government response GTI Phase 1</a>
<b>Prepared by:</b>	David Dourley, Area Commander, Prevention and Protection.
<b>Sponsored by:</b>	Alasdair Perry, DACO, Head of Prevention and Protection.
<b>Presented by:</b>	David Dourley, Area Commander, Prevention and Protection.

<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>
Prevention and Protection FMT	19 April 2022	For Approval
Service Delivery Committee	31 May 2022	For Scrutiny



## APPENDIX A

Actions from London Fire Brigade Grenfell Tower Investigation and Review Team (GTRT)				
AP No.	Recommendation	Previous Position	Action	Revised Position
LFB GTRT 1	The Brigade should continue to work with all stakeholders to identify and deliver improvements to the regulatory regime to prevent a re-occurrence of the Grenfell Tower fire and increase the safety of the public and firefighters.	The Ministerial Working Group was set up in Scotland to review building and fire safety frameworks, regulations and guidance, and any other relevant matters review panels have now concluded, and actions are being implemented.	The action relating to LFB1 should be considered as complete and will continue to be discussed through ongoing engagement with SG and the development of the Combustibles in Common Areas Campaign and Framework.	The Combustibles in Common Areas campaign completes the actions arising from the Ministerial Working Group
LFB GTRT 2	The Brigade should continue to campaign vigorously for the provision of sprinklers in residential high rise and other types of buildings in order to improve public safety.	Carried out through work of MWG. Standard 2.15 will also be amended in 2020 to require automatic fire suppression systems in all new build social housing, all new flats and certain new HMOs by the end of the current Parliamentary session in 2021.	No further action required.	Recommendation met through legislation.
LFB GTRT 3	The Brigade should consider reviewing its policies and training packages relevant to 7(2)d visits to ensure consistent guidance is provided to operational personnel.	High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. Familiarisation currently carried out through quarterly inspection regime. Training presentation on MSF Inspection hosted on LCMS	Review implementation of MSF inspection process and recording/resolution of identified deficiencies. The spirit of LFB3 is met within the current SFRS arrangements. Consideration should be given to developing a report follow up procedure and the use of the High-Rise Inventory should be investigated by the GTFSG in this regard. P&P to consider the development of additional training aid to facilitate improve knowledge and consistency of high-rise operational assurance visits that can support TED in the delivery of	Now BAU as detailed in GTRT4



			<p>training. OAV process updated Aug 2020</p> <p>OAV reports now included within HRI</p>	
LFB GTRT 4	<p><i>The Brigade should consider how to ensure information relating to identified fire safety deficiencies in a premises is available to all operational crews.</i></p>	<p>Upon completion of audit activity, specified information is passed to Operational Intelligence for inclusion within the OI portal. This is supported by an FSE/FE/OPS notification form to supporting stations with relevant risk information. This is also undertaken upon receipt of intelligence or issues when received by FSE officers or when FI identify FF safety measures. PPED has been created with an ability to link automatically to the OI system once the OI database is further developed. This will ensure immediate notification to OI as necessary.</p>	<p>Further develop OI database to allow automatic updates from PPED system. OI test notification to be sent from each SDA to ensure process functions correctly.</p>	<p>This falls under the "In vehicle Solutions Project with a Board established led to oversee development.</p> <p>The full scope of work being considered by this Board is under review due to Home Office ESMCP solution not being available until 2024.</p> <p>This position addresses the action created specific to the use of the OI system and how this presents to end users.</p> <p>In relation to the recommendation there are a number of existing channels which provide information relating to identified fire safety deficiencies in premises is available to all operational crews including - updates via mobilisation to crews of relevant information held by OC - this will be enhanced by the additional functionality of the new Command and Control system.</p>
LFB GTRT 5	<p><i>It is recommended that the Brigade determines whether to retain the Decision-Making Model (DMM) or move to the Decision Control Process (DCP). It is acknowledged the Brigade needs to consider the challenges and benefits of implementing such a wider ranging</i></p>	<p>Consider decision Control Process - SFRS have used the DCP since the SOP incident Command was introduced in 2015. It is still part of the NOG Incident Command which is currently under review. SFRS is currently reviewing the SOP incident Command and when the update is</p>	<p>No further action required.</p>	<p>Updated National Guidance on Incident Command is expected by March 2020. SFRS are currently closing identified gaps in incident command that will result in a new Policy and Operational Guidance (POG) document.</p>

	<p><i>and fundamental change to its incident command framework, at a time of significant organisational change and other improvement programmes.</i></p>	<p>published (March 2020) a gap analysis will be undertaken</p>		<p>Ops May 21 Incident Command and Breathing Apparatus POGs are now live (March 2021) TSA APR 21 - IC POG and BA POG introduced with all ICL courses amended accordingly</p> <p>Also See GTRT12</p>
<p>LFB GTRT 6</p>	<p><i>The Brigade should consider the extent to which human factors affecting command and control are addressed in policy and training.</i></p>	<p>Human Behaviour input is delivered at ICL1, 2 and 3 on both Development and Refresher Courses as part of the Decision-Making Presentation.</p> <p>JOSIC Course also includes input on Human Behaviours and Human Factors.</p> <p>ICL assessments facilitated within the Incident Command Suite and on ICL1 Practical Assessments allow instructors to introduce risk critical decision making injects to create a scenario whereby Human Behaviour/Factors come into play.</p>	<p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making.</p>	<p>Consider Human factors -This is part of the current NOG review as per LFB GTR 5. Jan 21 -The work relating to the TSA Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme.</p> <p>A virtual Multi Storey Building exercise scenario has been delivered remotely via Microsoft Teams during July and August 2021. This provided Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including members of the public leaving the building and responding to intelligence from Fire Survival Guidance and transition from Stay Put Guidance to get out.</p> <p>A Multi Storey Building Live play exercise took place in September in the West Service Delivery Area,</p> <p>All exercises (virtual and physical) incorporated the challenges of stay put guidance, members of the public leaving their flats against Fire</p>

				Service advice as well as Firefighters self-deploying to assist members of the public in stairways.
LFB GTRT 7	The Brigade should consider how it can most effectively raise awareness of and reinforce the requirements of PN 828 'Recording decision at incidents.	<p>The subject of Recording Decisions at Incidents is delivered at ICL1, 2, 3 and 4 on both Development and Refresher Courses and is also included within the JOSIC course.</p> <p>The annual Flexi Duty Managers Training for Operational Competence Framework has a Core Module, Command Support, this includes information on why it is important to record decisions at incidents.</p> <p>SMARTEU have this year introduced a Tri Service Loggist Course which reinforces to all attendees the importance of recording decisions at incidents. Personal notebooks are issued from CC upwards</p>	<p>Within the TED Review a recommendation is to implement a programme of development between ICL 3 yearly assessments, this would likely include CPD events, Practical Exercises and Hydra Minerva Decision Making Syndicate sessions, this will afford the service further opportunity to reinforce and embed good practice in terms of recording decision at incidents.</p>	<p>Recording decision at incidents is part of the ongoing SFRS review of Incident Command as per LFB GTR 5. Jan 21 - The work relating to the TED Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme</p> <p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Continuous Improvement Programme and will expose officers to Risk Critical Decision Making. The recording of these decisions will be captured within the Operational Assurance process assessment.</p> <p>Loggist courses are delivered by SMARTEU, and SFRS have developed an "Introduction to Loggist" PowerPoint presentation on LCMS for station-based personnel.</p>
LFB GTRT 8	Whilst it is recognised that the volume of Fire Survival Guidance (FSG) calls experienced during the Grenfell Tower fire and the information associated with those calls was unprecedented, it is recommended the Brigade considers the issues carefully to ascertain if any measures can be implemented to address this matter.	See GT 14, GT 16 & GT 17	See GT 14, GT 16 & GT 17	<p>If there is a spate of calls OC will use available day duty staff and apply the Recall to Duty policy for acute staff needs as required.</p> <p>Also see GTI 14,16 and 18</p>

<p>LFB GTRT 9</p>	<p>The Brigade should consider to what extent recognition that a building is behaving unpredictably in fire is addressed in policy and training.</p>	<p>Within the Training for Operational Competence Framework for FF to WC is a Standard Module relating to High Rise Buildings. Within this module is a Modern Methods of Construction presentation also included are case studies on Shirley Towers and Harrow Court.</p> <p>Another Standard Module for FF to WC is Building Construction which details not only construction methods but also materials used within construction and how those materials react in a fire scenario. Awareness Briefing published on 16/10/2017 provides information to crews regarding external fire spread.</p>	<p>Review of SOP Firefighting in buildings required. Training relating to buildings behaving unpredictably in a fire would be developed following lessons learned from Operational Assurance and production of policy by R&amp;R. Future scope to utilise learning from Case Studies.</p> <p>Content of the Building Construction Module will need to be updated accordingly to reflect lessons learned from Grenfell.</p>	<p>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</p> <p>Ops Jan 21-Fire Service Response Plan process is being developed specifically for High Rise Buildings. Firefighting in buildings forms part of Document suite review project instigated in Jan 21.</p> <p>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 then referenced with content added into Firefighting in buildings Manual, GRA and relevant Operational Procedures. The Operations Function prioritised Firefighting in buildings as the first series of SOPs to be converted into the new format and information streamlined.</p> <p>TSA April 21: A Multi Storey Building exercise scenario is under development by the Incident Command Team. This will provide Operational Crews and Command Groups across Scotland with the opportunity to exercise the varied scenarios within this incident type including unpredictable fire spread.</p>
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				<p>The Multi storey buildings scenarios will be complete by September 2021.</p> <p>The content of the Building Construction module on LCMS will be updated by September 2021.</p> <p>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.</p> <p>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.</p> <p>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</p> <p>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</p>
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				<p>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.</p>
<p>LFB GTRT 10</p>	<p><i>It is suggested the Brigade considers the extent to which policy, training and human factors played a role in the control measure degradation identified</i></p>	<p>Human Behaviour input is delivered at ICL1, 2 and 3 on both Development and Refresher Courses as part of the Decision-Making Presentation.</p> <p>JOSIC Course also includes input on Human Behaviours and Human Factors.</p> <p>ICL assessments facilitated within the Incident Command Suite and on ICL1 Practical Assessments allow instructors to introduce risk critical decision making injects to create a scenario whereby Human Behaviour/Factors come into play.</p>	<p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to replicate scenarios whereby officers are exposed to Risk Critical Decision Making.</p>	<p>See LFB GTRT 6.</p>
<p>LFB GTRT 11</p>	<p><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</i></p>	<p>An interim procedure to manage sharing of situational awareness is currently being developed within the SFRS. ISR GIN supports shared situational awareness. CCMS</p>	<p>Finalise interim procedure on managing situational awareness. Monitor CCMS functionality once launched.</p>	<p>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</p>

	<p><i>whiteboards used on the 14th of June should be developed and implemented as an established Control protocol.</i></p>	<p>functionality will be evaluated once the system is live</p>		<p>take place on 14.5.21  Ops July 21: Following evaluation from exercise on 14/5/21, 5 live play exercises are being held in September</p> <p>TSA will support the live play exercises and any learning identified will be developed into training packages for operational staff.</p> <p>Ops/OC Sept 21: FSG tabletop exercise on 14/05/21 went well however the live play exercise held on 15/09/21 identified a number of learning points. 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.</p> <p>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 procedure with associated training. There will be further exercise planned in the NSDA and ESDA as confirmation exercises.</p>
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<p>LFB GTRT 12</p>	<p><i>The Brigade should consider whether any improvement measures are necessary in relation to Firefighter Emergency (FFE) policy and / or training.</i></p>	<p>The purpose, use and responsibilities associated with the Firefighter Safety Resource is covered at ICL1, 2, 3 and 4 on both Development and Refresher Courses and is supported by the FSR SOP.</p> <p>The Firefighter Safety Resource is covered within the BA Core Module for FF to WC and within the Incident Command Module for Flexi Duty Managers.</p>	<p>Review FSR SOP. Within the TED Review a recommendation is to implement a programme of development between ICL 3 yearly assessments, this would likely include CPD events, Practical Exercises and Hydra Minerva Decision Making Syndicate sessions, this will afford the service further opportunity to reinforce and embed good practice in terms of FF emergency.</p>	<p>SFRS SOP firefighter safety resource covers this and is under review via Operational Assurance process. Operational learning has identified some improvements which have already been made. Jan 21 - Changes to the FRS SOP have been incorporated into the ICL delivery and in relation to the practical exercising this was part of the work relating to the TED Training Review has been realigned to be incorporated into the Training Function Annual Operation Plan 2021-21 and will be encompassed in the Continuous Improvement programme. OPS Jan-21 revised BAPOG and ICPOG to be released during Q1 21. Ops May 21 Incident Command and Breathing Apparatus POGs are now live (March 2021) TSA APR 21 - IC POG and BA POG introduced with all ICL courses amended accordingly. Recommendations 38 and 39 from the Continuous Improvement Plan will expand incident command training and assessment materials and introduce area based practical exercises across all command groups and will be delivered as part of the Training Continuous Improvement Plan (CIP), an implementation plan for all recommendations within the CIP is currently being developed. Once this is developed this action will be complete. TSA July 21: Virtual Incident Command Training exercises will be developed by the TSA Incident Command Team and</p>
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				<p>delivered to Officer Command groups on a quarterly basis. The first of these scenarios is ready to be rolled out and involves a multi storey building fire. The implementation of regular live play exercises will be delivered as part of the Training Continuous Improvement Plan. TSA October 21: Virtual Multi Storey exercises have been delivered to all 12 Officer Command Groups across Scotland. These exercises incorporated the challenges of stay put guidance, members of the public leaving their flats against Fire Service advice as well as Firefighters self-deploying to assist members of the public in stairways. These exercises have been well received by Command Officers across the country. This method of providing Incident Command development training for Officers is now being considered as a preference to Live play exercises as virtual events can cover all incident types, be run more regularly, involve more officers than a live play event and takes a lot less resources to organise.</p> <p>Also see LFB GTRT 6</p>
<p>LFB GTRT 13</p>	<p><i>It is suggested that the Brigade considers whether it needs to make operational staff more aware of the current available Positive Pressure Ventilation (PPV) capability and its uses.</i></p>	<p>A review of PPV use across Scotland is required.</p>	<p>Develop SFRS position statement following review.</p>	<p>Operations Function are currently reviewing PPV Fan locations within SFRS and developing a re-distribution strategy to ensure fans are located evenly across the Service.</p>

				<p>Tactical Ventilation Policy and Operational Guidance is currently being developed.</p> <p>This work is linked to the production of the Operational Strategy and the Concept of Operations. This Strategy has a target date of the 31st of March 2022. 28.10.21 Service Delivery alert to be issued post COP26 on PPV, the availability throughout the service and the use/benefits.</p> <p>April 2022 Operational Strategy and concept of Operations is published and available via SFRS intranet</p>
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**Actions from the Phase 1 Grenfell Tower Inquiry Report (GTI)**

GTI 1	<i>that the owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them</i>			<p style="color: red;">Recommendation being considered by MWG Fire Safety subgroup.</p>
GTI 2	<i>that all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.</i>	The SFRS Standard Operating Procedure (SOP) has been reviewed and will soon be circulated within the SFRS. Prior to completion of the review and in the aftermath of the GTI, the SFRS increased the	SOP to be updated by R&R to provide strategic direction. Published 15/06/20  Training relating to buildings behaving unpredictably in a fire would be developed following	SOP & GRA firefighting in buildings under review to include fire spread and subsequent need for evacuation. Updated training materials will be completed within 3-6 months. Mandatory package will

		<p>Pre-determined Attendance (PDA) to all High-Rise buildings by one additional pumping appliance. The purpose of increasing the PDA is to have a dedicated resource at the outset of an incident for the monitoring of potential external fire spread. An Awareness Briefing was issued to this effect to all operational personnel. The PDA for all Hi Rise buildings consists of 4 Pumping appliances, a high reach appliance, a first call officer, with a second call officer informed of the incident. A bespoke Incident Response Plan has been developed for each building with identified cladding issues.</p> <p>Within the Training for Operational Competence Framework for FF to WC is a Standard Module relating to High Rise Buildings. Within this module is a Modern Methods of Construction presentation also included are case studies on Shirley Towers and Harrow Court.</p> <p>Another Standard Module for FF to WC is Building Construction which details construction methods and materials used within construction and how those materials react in a fire scenario.</p> <p>The revised SOP issued on 15/06/20 includes information on construction features, fire spread, the use of external spotters and thermal image cameras to identify changes to external conditions.</p>	<p>lessons learned from Operational Assurance and production of policy by R&amp;R. Future scope to utilise learning from Case Studies.</p> <p>Content of the Building Construction Module will need to be updated accordingly to reflect lessons learned from Grenfell.</p> <p>Training Function (TF) to incorporate updated High-Rise SOP procedures into IC courses</p>	<p>be scheduled once training materials are complete.</p> <p>27/04/20 - Consultation underway on updated SOP</p> <p>SOP Published 15/06/20</p> <p>Training element - Delayed due to COVID</p> <p>Ops May 21 Practical exercises scheduled for August 2021 which will include identifying and monitoring external fire spread, initiating a partial/full evacuation and managing an evacuation from the initial stages of an incident to being supported by the evacuation team PDA.</p> <p>The Firefighting in Buildings SOP has been adopted as part of the Document Conversion Project. The Firefighting in Buildings document provides information on external and undetected fire spread. Evacuation Exercises were carried out in the West Service Delivery Area on 8th and 9th Dec 2021 which included identifying and observing external fire spread</p> <p>11/5/22 TSA have created a specific module on external fire spread scheduled for delivery in Q2 of 22/23.</p> <p>SOP procedures links to virtual training sessions delivered by the</p>
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				Training function as detailed in action point LFB GTR6
GTI 3	<i>that the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2.</i>	<p>PN633 is a LFB policy document. The updated SFRS SOP aligns with NOG - Fires in tall buildings which has superseded GRA 3.2</p> <p>SFRS have an Operational Assurance Visit (OAV) (Revised July 2020) programme embedded within existing procedures which supports the collection of relevant information to support firefighting in accordance with section 9(2)(d). This meets the spirit of this recommendation. Further information is contained in the response to R4.</p>	<p>High Rise SOP will take account of GRA 3.2 and National Operational Guidance.</p> <p>OAV procedure to be reviewed to include comment on floor and flat numbering and detail the link to the Operational Intelligence procedure.</p>	<p>Revised SOP published 15/06/20</p> <p>Revised OAV procedure published July 20</p>
GTI 4	<i>that the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.</i>	<p>OAV procedure is embedded within SFRS. OAV Inspection presentation is included within High Rise module which applies to all ranks from FF. Outcome reports are provided to the responsible person for each premises to action. Compliance with the SFRS report falls to the responsible person and would only be followed up in the event of a deficiency having the potential to affect firefighter safety.</p> <p>Training is delivered through an LCMS training package which is currently under review.</p>	<p>Review existing LCMS OAV Inspection presentation within High Rise module. Complete 17/07/20.</p> <p>Consider development of OAV visual training aid</p>	<p>P&amp;P to consider development of additional training aids to improve the quality of training provided.</p> <p>Existing provision meets the spirit of this recommendation.</p> <p>P&amp;P May 21- As an LCMS package is in place in relation to conducting OAV inspections this action is complete; however, the updates below identify the work being undertaken to further develop and enhance the available training.</p> <p>P&amp;P May 21: The Prevention and Protection Function has accessed appropriate high-rise properties to record 360 pictures to be support an LCMS training package. Work is now underway to add this material to</p>

				<p>LCMS for use as an interactive training tool.</p> <p>TSA April 21: The Training Function will assist P&amp;P with the delivery of any identified additional training required.</p>
GTI 5	<p><i>that the owner and manager of every high-rise residential building be required by law to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems</i></p>	<p>High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. This is not currently being done. MSF information plate system in place across Scotland.</p>	<p>SFRS to monitor progress and consider the impact of legislative change and prepare accordingly. Review extent of MSF plate implementation across SDA's</p>	<p>SFRS to monitor progress and consider the impact of legislative change and prepare accordingly.</p> <p>April 22 - Work to install new MSF plates and record status is in place. P&amp;P continuing to monitor progress. Local area engagement with building owners continuing. SFRS reporting to SG on a routine basis</p>
GTI 6	<p><i>that the owner and manager of every high-rise residential building be required by law to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services.</i></p>	<p>High Rise domestic premises are not relevant premises under the Fire (Scotland) Act. Would require legislative change within Scotland. This is not currently being done. MSF information plate system in place across Scotland.</p>	<p>SFRS to monitor progress and consider the impact of legislative change and prepare accordingly. Review extent of MSF plate implementation across SDA's</p>	<p>As per GTI 5</p>
GTI 7	<p><i>I also recommend, insofar as it is not already the case, that all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers</i></p>	<p>The question of premises information boxes will be addressed by the Grenfell Tower Fire Safety Group which is led by SG colleagues.</p> <p>Operational Intelligence, (OI) including Fire Service Response Plans (FSRP) of relevant buildings is stored on a bespoke electronic Operational Intelligence System (OIS) that is available on a</p>	<p>Current SFRS arrangements meet the spirit of GTI R7, but further investigation is required to establish the extent and accessibility of information held.</p> <p>A review of the high-rise information plate system would also be beneficial, and this will be incorporated into the work of the MWG</p>	<p>A 'pop up' function is being developed for the appliance GETAC tablets that will provide OICs with information when mobilised to incidents. For example, any Fire Service Response Plan (for that premises), operational procedure for Firefighting in buildings, operational procedure for High Rise buildings any relevant operational intelligence will be presented to the OIC.</p>

		<p>removable Tablet device on all Frontline Fire Appliances. This allows access to relevant risk information at point of need in any sector or Bridgehead. A desktop version of this is also available in all Command Support Units (CSU's), Incident Support Rooms and the 3 SFRS Operational Control (OC) Rooms. This system also holds all relevant Standard Operating Procedures (SOP's) for the Incident Commander to refer to as required.</p> <p>SFRS also utilise a system of high-rise information plates located on the exterior of buildings which provide key information to attending crews.</p>		
<p>GTI 8</p>	<p><i>that the owner and manager of every high-rise residential building be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals.</i></p>	<p>Not widely done by building owners. Operation of firefighters' switch included in quarterly multi storey inspection regime carried out by SFRS.</p>	<p>Captured under GTI 4 action. No further SFRS action required. Monitor any legislative change and prepare accordingly.</p>	<p>See GTI 4</p>
<p>GTI 9</p>	<p><i>that the owner and manager of every high-rise residential building be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.</i></p>	<p>Not widely done by building owners. Operation of firefighters' switch included in quarterly multi storey inspection regime carried out by SFRS.</p>	<p>Captured under GTI 4 action. No further SFRS action required. Monitor any legislative change and prepare accordingly.</p>	<p>See GTI 4.</p>

<p>GTI 10</p>	<p><i>that the London Fire Brigade (LFB) review its policies on communications between the control room and the incident commander</i></p>	<p>SFRS Policy is detailed in the Control Operating Procedure for Radio Procedures which outlines the communication processes between OCs and the Incident. This is incorporated into Incident Command and other routine training for both OC and Operational personnel. SFRS have dedicated talk groups between OC and the IC. This is an established process and meets the criteria for this recommendation</p> <p>COP Radio Procedures was reviewed in February 2020.</p>	<p>A review of current arrangements will be carried out to ensure that procedures meet the spirit of this recommendation. A review of the COP was carried out in February 2020</p>	<p>27/04/20 - Evacuation &amp; FSG comms in draft.</p> <p>Testing &amp; exercising delayed by COVID-19.</p> <p>OPS Jan-21 The exercising has been delayed due to COVID-19 tabletop exercise to be initiated to test concepts.</p> <p>Evacuation Exercises were carried out in the West Service Delivery Area on 8th and 9th Dec 2021. Communications between fireground/incident commander and OC was tested throughout</p>
<p>GTI 11</p>	<p><i>that all officers who may be expected to act as incident commanders (i.e., all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room.</i></p>	<p>Reviewed version of Radio Procedures COP was published in February 2020. Opportunity for training refresh to coincide with publication of this. Incident Command team currently deliver input on ICL1 Development Courses in relation to Radio Procedures' deliver input and on the ICL2 Development Courses in the practical use of Airwave Radios and Radio Procedures.</p> <p>On all ICL courses instructors reinforce the importance of communication with OC it is also part of the marking criteria set out within both WM7 and EFSM 1.</p> <p>An OC GC has been aligned to Training, Safety and Assurance (TSA) Directorate to support</p>	<p>A recommendation within the TED Review, the Group Commander from OC with the Training Reference will work closely with the Training Directorate, this will ensure OC are embedded within training and should ensure a closer working relationship.</p> <p>The introduction of Live Play Practical Exercises is a recommendation within the SFRS Training Review and will afford the service an opportunity to test communication between Incident Commanders and OC. In addition, National operational guidance for Control Incident Command was developed by the NOG team in 2021. SFRS OC personnel are key players in the creation of this guidance</p>	<p>Mar 21 - OC provide input on communications to FDO courses</p> <p>Ops May 21 - This action is met through the input on ICL1 Development Courses in relation to Radio Procedures' deliver input and on the ICL2 Development Courses in the practical use of Airwave Radios and Radio Procedures. On all ICL courses the importance of communication with OC is reinforced and forms part of the marking criteria. To further enhance and develop this provision the undernoted measures are being taken.</p> <p>Ops May 21 Fire Survival Guidance (FSG) Exercise is scheduled for 14th May 2021. This will test the communications systems (SharePoint database, dedicated talk group and mobile devices)</p>



		<p>ongoing development of training courses aligned to OC and communications.</p>	<p>A review of OC comms input is required for ICL 3&amp;4 courses.</p>	<p>between OC and the fireground when multiple FSG calls are being handled and the Evacuation Team are being stood up.</p> <p>This will provide feedback on draft High Rise Evacuation procedures for.</p> <ul style="list-style-type: none"> <li>• OC recording information on the database</li> <li>• OC passing information to the fireground (database and talk group)</li> <li>• fireground interpreting and sharing the information with the relevant persons</li> <li>• fireground recording updates on the database</li> <li>• fireground passing information to OC (database and talk group)</li> </ul> <p>TSA April 21: A review of OC comms input is required for ICL 3&amp;4 courses will be complete by September 2021. This work is now being progressed after being delayed due to the COVID-19 pandemic.</p> <p>Group Commander from OC is projected to move into the Training Function after completion of CCF Project.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all</p>
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				recommendations within the CIP is currently being developed. 11/5/22 the 22 remaining recommendations within the CIP are being delivered as BAU through standard governance arrangements through the Training FMT
GTI 12	<i>that all control room operators (CROs) of Assistant Operations Manager rank and above receive training directed to the specific requirements of communication with the incident commander.</i>	<p>Training for Operational Competence Framework for OC staff includes 12 Core Modules which are completed annually and 25 Standard Modules which are completed once every three years.</p> <p>An Incident Command course which will be credit rated is currently being developed for all OC personnel. Two modules have already been completed. This is part of a UK wide process.</p>	Action complete. Programme now in place to instigate regular review of OC Training for Operational Competence modules. Potential to participate in future Practical Live Play Exercises.	Programme now in place to instigate regular review of OC Training for Operational Competence modules. Potential to participate in future Practical Live Play Exercises.
GTI 13	<i>that a dedicated communication link be provided between the senior officer in the control room and the incident commander</i>	The current method of allocating a single talk group per incident which is applied in the East and North SDAs will be rolled out to the West SDA in the future. Should a large incident occur in the West SDA a single Talkgroup will be utilised for this incident. ISR process supports OC/IC communications and a reviewed version of ISR GIN is due for publication.	No further action required.	The current method of allocating a single talk group per incident which is applied in the East and North SDAs will be rolled out to the West SDA in the future.
GTI 14	<i>that the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing.</i>	Further investigation required regarding how this relates to SFRS call management. SFRS Policy is detailed in the Control Operating Procedure: Call Handling which outlines the methods of questioning and information gathering. This is a core skill for OC personnel and is	<p>SFRS to benchmark against LFB. LFB workshop is scheduled for Feb 2020.</p> <p>Workshop timescales have slipped. 15/01/21 LFB procedures will be incorporated into National Guidance. SFRS Call handling processes</p>	Gap analysis has been completed. SFRS call handling procedures are robust and are aligned to National Operational Guidance updated and Call Handling COP due to be published in October 21.

		<p>incorporated into annual training. Further investigation will be carried out to ensure that those procedures meet the requirements of these recommendation</p> <p>Work is ongoing at a national level to develop guidance. Two OC personnel have been seconded to NOG to develop FSG and emergency call handling procedures. 15/01/21 The first draft of Control NOG relating to Fire Survival Guidance is out for consultation</p>	<p>robust and will be subject to routine review</p>	<p>11/5/22 Update - due to acute staffing issues, the Call handling COP has been delayed. The publication of the revised COP is now expected to be completed no later than 30th June 2022.</p>
GTI 15	<p><i>that the LFB provide regular and more effective refresher training to CROs at all levels, including supervisors.</i></p>	<p>All OC staff take part in 3-year Training for Operational Competence (TfOC) which incorporates the core skill of proactive call handling. Core skills have a requirement to have annual training.</p>	<p>No further action required.</p>	<p>Dedicated OC training section is in place.</p>
GTI 16	<p><i>that all fire and rescue services develop policies for handling a large number of Fire Survival Guidance (FSG) calls simultaneously.</i></p>	<p>A FSG module is contained in OC TfOC as a core module. A procedure is being developed that provides a process for OCs managing multiple FSG calls and relaying the information gathered to the Incident via the Command Support Unit. practical testing of this procedure has been delayed due to COVID19.</p> <p>Current procedure is for each OC to overspill callers to a buddy OC within SFRS to manage the additional calls. Northern Ireland FRS provide second tier resilience.</p>	<p>Practical exercises planned to incorporate change of advice, how we communicate details of multiple FSG and co-ordination between control room and incident ground.</p> <p>15/01/21 This has been delayed due to current COVID situation planning meeting arranged for 20/01/21.</p>	<p>NTG20 testing regime across UK Controls has now been completed and will be incorporated into routine exercises. All UK FRS have participated, and procedures are in place to deal with the communication of multiple Fire Survival calls and change of advice. A continual review of these processes through Ops Assurance will take place. In addition any improved methods of communication through MAIT or other procedural developments will be incorporated into National Operational Guidance and adopted by the SFRS.</p>

<p>GTI 17</p>	<p><i>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></p>	<p>Specific Fire Survival Guidance (FSG) guidance can currently be obtained on CSU's via accessing the relevant OC log and via recorded voice messages between OC and the Officer in Charge (OIC) of the Incident.</p> <p>SFRS are currently developing a new Command and Control Mobilising System, with the facility to access real-time identical data on the incident ground via an electronic application to further enhance SFRS's ability to accurately deploy resources to the areas of greatest need and enhance Firefighter and Public safety. In the meantime, the use of an Office 365 spreadsheet which can be accessed by OC and the CSU is being developed.</p>	<p>Investigation will be carried out to ascertain if this will be achievable with the CCMS once the system is live.</p>	<p>Draft procedure has been created and proof of concept has been carried out with OC and CSU personnel - awaiting outcome of Exercise planned for the 14th of May 2021 prior to training being rolled out, once the exercise is complete and the results analysed this action will be complete.</p> <p>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.</p> <p>This will provide feedback on draft High Rise Evacuation procedures for.</p> <ul style="list-style-type: none"> <li>• OC recording information on the database</li> <li>• OC passing information to the fireground (database and talk group)</li> <li>• fireground interpreting and sharing the information with the relevant persons</li> <li>• fireground recording updates on the database</li> <li>• fireground passing information to OC (database and talk group). A</li> </ul>
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			<p>training plan will be developed as per GT7</p> <p>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</p> <p>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.</p> <p>Ops/OC Sept 21: FSG tabletop exercise on 14/05/21 went well however the live play exercise held on 15/09/21 identified several learning points including difficulties with the electronic database solution. Further training required on electric 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. DEC2021 As updated action above based on live play</p>
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				<p>exercise in Dec 21 - There will be further exercises planned in North and East as confirmation exercises.</p> <p>April 2022 - The use of the electronic and/or paper-based solution tested during the live play exercises in in December 2021. There are dependences on internet connectivity hence the requirement for 2 solutions both of which are now available.</p>
<p>GTI 18</p>	<p><i>that policies be developed for managing a transition from “stay put” to “get out”.</i></p>	<p>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.</p> <p>SOP High Rise Buildings released on 15/6/20 provides guidance on managing full evacuation</p>	<p>Test SOP through planned practical exercise prior to wider dissemination.</p>	<p>SOP Released 15/6/20 Exercise delayed due to COVID</p> <p>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</p> <p>OPS July 21 - the exercise was completed in May and further live play confirmatory exercises are planned for September.</p> <p>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.</p> <p>11/5/2022 - The Evacuation Procedure has been completed by the Document Conversion Team</p>

				and will be added to the existing SOP format as soon as possible. Evacuation Boards to manage the evacuation process are currently being procured and will complement the SOP.
GTI 19	<i>that control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.</i>	Interim OC procedure in place - reliant on decision from the fireground. Draft High Rise Tactical Evacuation Strategy has been developed which additional resources, co-ordination and recording. Awareness Briefing 16/10/2017 provides some guidance on managing transition to full evacuation.	As per GTI 19	FSG tabletop exercise on 14/05/21 and the live play exercise held on 15/09/21 showed that the change of advice process worked well. Call Handling is a core skill for OC staff and information on handling change of advice has been incorporated into the OC TFoC. 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.
GTI 20	<i>that steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room.</i>	A procedure is currently being developed in association with other Fire Controls across the UK to deal with the overspill of calls to other FRS. Standard procedures exist to support through 3 OCs in Scotland and use NI if required.	Awaiting UK guidance	The installation of TG20 allows for the transmission of critical information between Fire controls UK wide
GTI 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	Final review of SFRS procedures required	Final review of SFRS procedures required  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

				<p>OC Sept 21 - These meeting 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. April 2022 the National UK procedure went live in April 2022 and therefore the is little potential for Police Scotland or the Scottish Ambulance Service to receive 999 calls for the Fire Service.</p>
<p>GTI 22</p>	<p><i>that the LFB develop policies and training to ensure better control of deployments and the use of resources</i></p>	<p>Incident Command SOP section 3.7 covers briefings. Input on current ICL courses emphasises the necessity to utilise Functional Officers at incidents to limit spans of control and put in place a robust Command Support structure to manage and coordinate resources on the incident ground.</p>	<p>Final review of SFRS procedures required</p>	<p>The set up within Scotland and arrangements 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</p> <p>OC Sept 21 - These meeting 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. April 2022 the National UK procedure went live in April 2022 and therefore the is little potential for Police Scotland or the Scottish Ambulance Service to receive 999 calls for the Fire Service.</p>



<p>GTI 23</p>	<p><i>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)</i></p>	<p>Captured within the BA Policy and Operational Guidance sections 15.4 Search Co-Ordinator and 15.5 Co-ordinating a search</p> <p>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.</p> <p>Trainees are also taught how to record information on the BA Entry Control Board.</p> <p>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.</p> <p>On ICL courses officers are taught to set up regular updates from sectors to feed into Incident Command timeline for messages to OC.</p>	<p>This can be further tested with the introduction on Practical Live Play Exercises and has been captured within the Operational Training Review.</p> <p>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</p>	<p>This is already incorporated into the SFRS Breathing Apparatus Policy &amp; Operational Guidance.</p> <p>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.</p> <p>LCMS modules have been created to provide maintenance of skills for Command Support.</p> <p>The Live Play Exercises will be delivered as part of the Training Continuous Improvement Plan (CIP). An implementation plan for all recommendations within the CIP is currently being developed.</p> <p>Command Support Training has been delivered to all watches at Stations who crew a Command Support Unit.</p>
<p>GTI 24</p>	<p><i>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.</i></p>	<p>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.</p>	<p>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</p>	<p>Communication methods tested and successful during Live Play exercises (December 2021) which included communication between Operational Control, the Incident Commander.</p>
<p>GTI 25</p>	<p><i>that the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing</i></p>	<p>A procedure is being developed that provides a process for OCs managing the multiple FSG calls and relaying the information gathered to the Incident via the</p>	<p>Link to GT 13,16, 17 and 24</p>	<p>Direct communication between OC and the Bridgehead does not align with the Incident Command process and will not be pursued by SFRS.</p>



	<i>information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.</i>	Command Support Unit. Direct communication between OC and the Bridgehead does not align with the Incident Command process and will not be pursued by SFRS.		
GTI 26	<i>that the LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings.</i>	SFRS provide BA teams with radios for communications with the bridgehead. OA procedure in place to capture any issues. Radio procedures are covered as part of the BA policy and operational guidance as well as the SOP Incident Command.  the effectiveness of radios has previously been identified through OA processes and a digital fireground radio project is underway and managed through the OA Board.	No Further action required.	ICT will procure and plan for the roll out of new digital fireground radios. This will be completed by March 2023
GTI 27	<i>that urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.</i>	Ongoing testing regime ensures all units are fully functional. Command Support Unit training is currently facilitated at station level. A pilot has been undertaken to incorporate the use of Command Support Unit personnel on ICL training courses and assessments. National rollout underway including application of message timeline and communication with OC.	Develop a plan to deliver training to all personnel on stations with Command Support Unit Stations to incorporate the unit set up and the roles and responsibilities of all crews when attending incidents. Rollout due for completion in Q4 2020.	Incident Command training has been delivered to all watches on stations with Command Support Units.  Additional training has been provided on the set up of satellite communications systems that are now available for use.  LCMS modules have been created to provide maintenance of skills for Command Support. A maintenance of skills programme is now being developed.

<p>GTI 28</p>	<p><i>that the government develop national guidelines for carrying out partial or total evacuations of high-rise residential buildings, such guidelines to include the means of protecting fire exit routes and procedures for evacuating persons who are unable to use the stairs in an emergency, or who may require assistance (such as disabled people, older people and young children).</i></p>	<p>SFRS strategy in draft. Link to GT 16, 17, 18 &amp; 19.</p>		<p>Recommendation being considered by MWG Fire Safety subgroup.</p>
<p>GTI 29</p>	<p><i>that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them.</i></p>	<p>Procedures developed and captured within the Hi Rise Tactical Evacuation Strategy SOP. Link to GT 16,17,18 &amp; 19.</p> <p>High Rise SOP now released.</p>	<p>Tactical evacuation strategy now in draft and to be tested prior to release.</p>	<p>Draft Evacuation procedure trialed during Fire Survival Guidance Exercise 14th May 2021, which includes</p> <p>Tactical Evacuation Strategy SOP has been superseded by the publication of the High Rise SOP.</p> <p>OPS July 21 - These procedures were exercised in the exercise on the 14 May and further live play confirmatory exercises are planned for September. 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.</p> <p>Evacuation Exercises were carried out in the West Service Delivery Area on 8<sup>th</sup> and 9<sup>th</sup> Dec 2021. Further Evacuation Exercises will be completed in the North and East</p>

				Service Delivery Areas in 2022-2023
GTI 30	<i>that the owner and manager of every high-rise residential building be required by law to draw up and keep under regular review evacuation plans, copies of which are to be provided in electronic and paper form to their local fire and rescue service and placed in an information box on the premises.</i>	OI system in place and would be utilised if this action was realised within Scotland. Individual evacuation plans out with existing stay put strategy would not be encouraged.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 31	<i>that all high-rise residential buildings (both those already in existence and those built in the future) be equipped with facilities for use by the fire and rescue services enabling them to send an evacuation signal to the whole or a selected part of the building by means of sounders or similar devices.</i>	SFRS to consider changes to Building Standards Technical Handbooks requiring evacuation systems in new high rise domestic buildings from 1/10/19. No momentum around retrospective application of this standard. Retrospective application of this work is not within the remit of SFRS		Recommendation being considered by MWG Fire Safety subgroup.
GTI 32	<i>that the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to self-evacuate may be compromised (such as persons with reduced mobility or cognition).</i>	Not within remit of SFRS		Recommendation being considered by MWG Fire Safety subgroup.
GTI 33	<i>that the owner and manager of every high-rise residential building be required by law to include up-to-date information about persons with reduced mobility and their associated PEEPs in the premises information box.</i>	Not within remit of SFRS		Recommendation being considered by MWG Fire Safety subgroup.

<p>GTI 34</p>	<p><i>that all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.</i></p>	<p>Evaluation currently underway.</p>	<p>Await result of evaluation</p>	<p>Jan 21 Ops: Smoke hood evaluation underway in SL report to be compiled by March 21 to allow SFRS to evaluate findings.</p> <p>Ops May 21 Smoke hood trials have been carried out by South Lanarkshire LSO Area. Report submitted to the Service Delivery Directorate (ACO Stevens Feb 2021) and is being progressed to AMLB on June 1 for decision on a wider pilot.</p> <p>OPS July 21 - the evaluation process is complete - In the June AMLB meeting the purchase of smoke hoods and smoke curtains was agreed and a full business case is now being developed. As the evaluation is complete, a paper has been submitted to AMLB and approved and a business case is being developed this action has now become BAU and can be closed.</p>
<p>GTI 35</p>	<p><i>that in all high-rise buildings floor numbers be clearly marked on each landing within the stairways and in a prominent place in all lobbies in such a way as to be visible both in normal conditions and in low lighting or smoky conditions</i></p>	<p>Included within the Technical Handbooks Section 2 (Fire) and applicable from 1/10/19. Not currently retrospective.</p>		<p>Recommendation being considered by MWG Fire Safety subgroup.</p>
<p>GTI 36</p>	<p><i>that the owner and manager of every residential building containing separate dwellings (whether or not it is a high-rise building) be required by law to provide fire safety instructions (including instructions for evacuation) in a form that the occupants of the building can</i></p>	<p>Whilst aimed at building owners, one of the recommendations of the MWG was the production of fire safety guidance for residents of high-rise buildings. This was provided in leaflet format in December 2019.</p>		<p>Recommendation being considered by MWG Fire Safety subgroup.</p>

	<i>reasonably be expected to understand, taking into account the nature of the building and their knowledge of the occupants.</i>			
GTI 37	<i>that the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards.</i>	Inspection of doors giving access to lobbies and staircases included in quarterly SFRS high rise inspections. "Legislative standard" is not a clear definition. Information on fire doors is included within recently released SG guidance for residents and owners of domestic high-rise premises.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 38	<i>that the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) be required by law to carry out checks at not less than three-monthly intervals to ensure that all fire doors are fitted with effective self-closing devices in working order.</i>	Inspection of doors giving access to lobbies and staircases included in quarterly SFRS high rise inspections.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 39	<i>that all those who have responsibility in whatever capacity for the condition of the entrance doors to individual flats in high-rise residential buildings, whose external walls incorporate unsafe cladding, be required by law to ensure that such doors comply with current standards.</i>	Not relevant premises within Scotland. SFRS have no legislative powers.		Recommendation being considered by MWG Fire Safety subgroup.
GTI 40	<i>that each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible.</i>	The requirements for when a Major Incident should be declared, by whom and how that's communicated are all covered in the JESIP METHANE module contained within	No further action required.	Action Complete – contained in ICPOG, Josic and ICL training. Also, training package in FDM TfOC and captured in Tri service partnership working activities

		<p>the FDM Training for Operational Competence Framework.</p> <p>The declaration of a Major Incident is also covered on all ICL Development and Refresher Courses as well as the JOSIC Course. Covered in GIN Major Incident. Procedures in place within OC to inform partners of major incidents. OC protocol is practised weekly with a Tri-Service call.</p>		
GTI 41	<i>that on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services.</i>	A Major incident will instigate the opening of an Incident Support Room which will facilitate the sharing of information. In addition, the use of a tri service call between the Controls may also be established.	Final review of SFRS procedures required	An Emergency Services Inter-Control (ESICTRL) Talk group has been created to facilitate the transfer of information between ES during a major incident. Operating Principles have been agreed (April 21) and training and regular exercises will commence on May 21
GTI 42	<i>that a single point of contact should be designated within each control room to facilitate such communication.</i>	Procedures are in place for the establishment of a tri-service call. GIN Major Incidents and COP Incident Response detail SFRS actions.	No further action required	Tri-service call is tested weekly with each controls designated point of contact.
GTI 43	<i>that a "METHANE" (Major incident declared, Exact location, Type of incident, Hazards, Access, Number and type of casualties, Emergency services present and required) message should be sent as soon as possible by the emergency service declaring a Major Incident.</i>	Covered in SFRS SOP Incident Command, SOP High Rise Buildings and GIN Major Incident. Procedures in place within OC to inform partners of major incidents. Covered during ICL training and in the JESIP METHANE module contained within the FDM Training for Operational Competence Framework.	No further action required	METHANE included in SOP Incident command page 47
GTI 44	<i>that steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three</i>	The new SFRS mobilising system will be Multi Agency Incident Transfer (MAIT) enabled which will	The Systel CCMS has a requirement to be MAIT compliant and therefore SFRS cannot progress this work until the system has gone live. Work	The completion of this action is predicated on the introduction of the CCMS which is scheduled for Jan 22. This action cannot be

	<p><i>emergency services' systems to read each other's messages.</i></p>	<p>allow future investigation into the transfer of data to take place.</p>	<p>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</p>	<p>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.</p> <p>The statement of requirements for the CCMS includes MAIT and therefore this action is part of that project. Following discussions with the CCMS project manager it is recommended this action be transferred to the CCMS project.</p> <p>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. CCMS project remains ongoing this action was transferred to the CCMS project May 2021.</p>
<p>GTI 45</p>	<p><i>that steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.</i></p>	<p>PS footage has been used at previous incidents but currently SFRS do not have the ability to do this. AC Logan is in communication with PS to assess feasibility.</p>	<p>Contact has been made with PS and they would look to share footage if it was available.</p>	<p>Police Scotland have confirmed they will share available footage; however, they do not intend to progress the work in relation to the airborne datalink.</p> <p>It is of note that the Community Asset Register includes Drone support.</p> <p>Police Scotland are exploring the potential use of Drones. SFRS are exploring the potential to use Drones</p>

				to support operational activity though the AMLB.
GTI 46	<i>that the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.</i>	SOP High Rise Buildings has guidance on collecting information on the evacuation of premises. Appendix B&C are data collection sheets for information of evacuees. In the event of a similar incident and LRP would stand up and have procedures to collect casualty information.	Link to release of Tactical Evacuation Strategy - GT 18 & 19  Covered by High Rise SOP which is now released.	See GTI 18 and 19. Details provided within High Rise SOP



## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/16-22

Agenda Item: 9.3

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>31 MAY 2022</b>						
<b>Report Title:</b>	<b>NATIONAL OPERATIONAL LEARNING PRESENTATION</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide Service Delivery Committee (SDC) with an update regarding National Operational Learning (NOL) including the future direction.						
<b>2</b>	<b>Background</b>						
2.1	Director of Service Delivery, Assistant Chief Officer Stuart Stevens requested the Chair of the National Fire Chief Council (NFCC) National Operational User Group provide an awareness and update to the Scottish Fire and Rescue Service (SFRS). The update is to include the present position of NOL, methods of analysis relating to learning and potential future developments. The request was that the information was communicated in a PowerPoint presentation.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The main report detail is contained within the SFRS National Operational Learning PowerPoint presentation.						
<b>4</b>	<b>Recommendation</b>						
4.1	The recommendation is Service Delivery Committee note the content of the presentation.						
<b>5</b>	<b>Key Strategic Implications</b>						
5.1	<b>Risk</b>						
5.1.1	There are no Risks associated, this Presentation is for information only.						
5.2	<b>Financial</b>						
5.2.1	There are no Financial Implications, this report is for information only.						
5.3	<b>Environmental &amp; Sustainability</b>						
5.3.1	There are no Environmental & Sustainability Implications, this report is for information only.						
5.4	<b>Workforce</b>						
5.4.1	There are no Workforce Implications, this report is for information only.						
5.5	<b>Health &amp; Safety</b>						
5.5.1	There are no Health & Safety Implications, Service Delivery Committee note positive implications for Firefighter safety.						

5.6	<b>Training</b>	
5.6.1	There are no Training Implications, Service Delivery Committee note potential positive implications for refining training.	
5.7	<b>Timing</b>	
5.7.1	There are no Timing Implications, this report is for information only.	
5.8	<b>Performance</b>	
5.8.1	There are no Performance Implications, this report is for information only.	
5.9	<b>Communications &amp; Engagement</b>	
5.9.1	This report will be presented to the Service Delivery Committee.	
5.10	<b>Legal</b>	
5.10.1	There are no Legal Implications.	
5.11	<b>Information Governance</b>	
5.11.1	<i>DPIA completed No.</i>	
5.12	<b>Equalities</b>	
5.12.1	<i>EIA completed No.</i>	
5.13	<b>Service Delivery</b>	
5.13.1	Service Delivery Committee note positive implications for Firefighter safety.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Appendices/Further Reading</b>	
7.1	SFRS NOL Presentation	
<b>Prepared by:</b>	Laura Dryburgh, Business Support Officer	
<b>Sponsored by:</b>	Stewart Nicholson, Deputy Assistant Chief Officer Head of Service Delivery (East)	
<b>Presented by:</b>	Stewart Nicholson, Deputy Assistant Chief Officer Head of Service Delivery (East)	
<b>Links to Strategy and Corporate Values</b>		
<p>This links to the SFRS Strategic Plan 2019-22 &amp; SFRS Operational Strategy incorporating the following associated key strategic objectives:</p> <ul style="list-style-type: none"> <li>We will continue to ensure that our decision-making processes are transparent, and evidence led.</li> <li>We will embed effective communication and engagement in all that we do.</li> <li>Modernisation and Expansion of the Firefighter Role</li> </ul> <p>The presentation will help to improve Firefighter Safety which is one of our Corporate values.</p>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Information</i>



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## National Operational learning - May 2022

### Our two main purposes

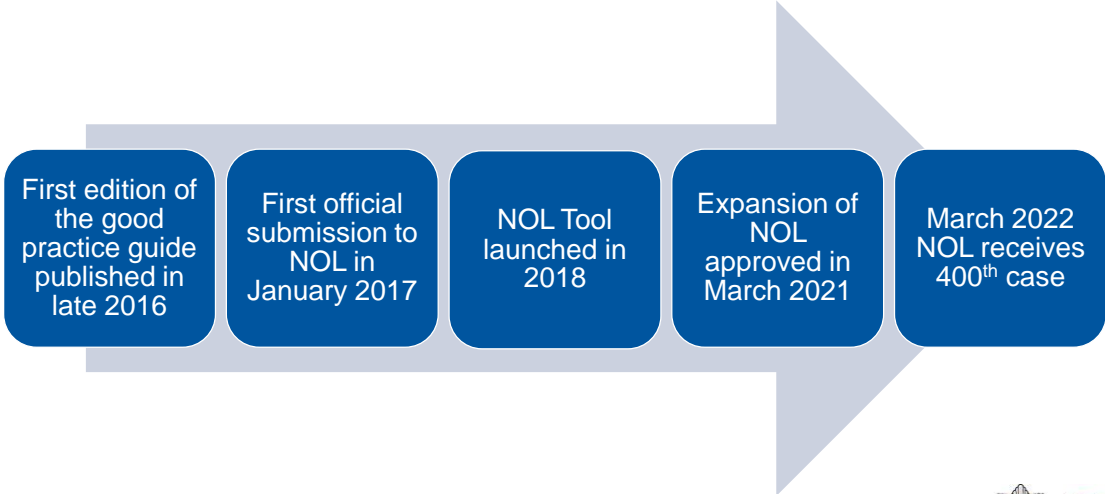
Improving firefighter and public safety, and better protection of property and the environment.

Contributing to a more modern and professional sector that strives to be continually learning and improving.

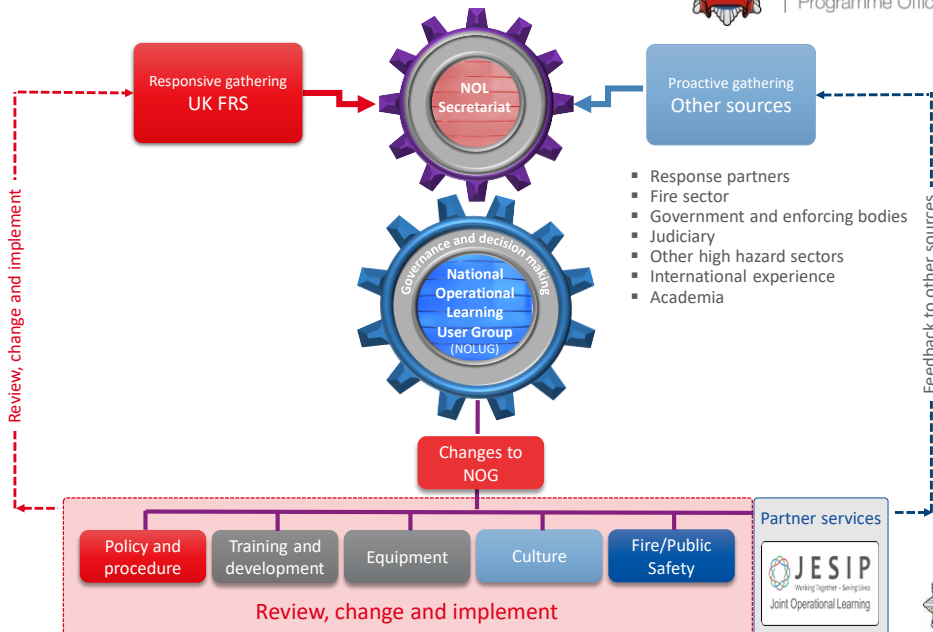


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# 5 Key milestones

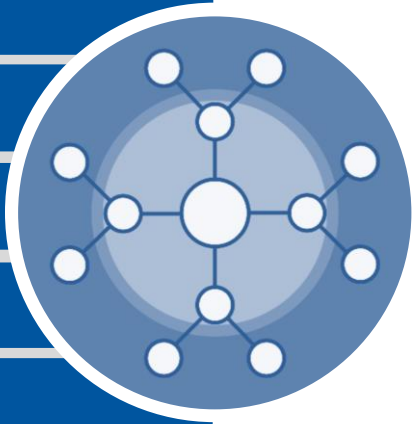


## Capturing operational learning



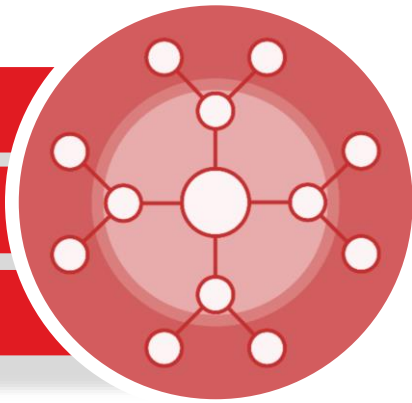
# The process

- Case is submitted
- Prioritisation/Risk assessment
- Analysis work and recommendations
- Reviewed by NOLUG
- Completing the actions



# Looking at the figures

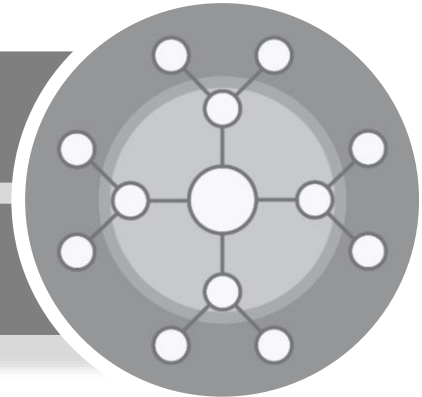
- 407 Cases received
- All UKFRS contributed
- 15% of cases report the use of operational discretion



## A two fold success

Cultural change

Technical success



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## Lithium-ion batteries

### Submitted cases show:

- Fire and rescue services are attending these type of incidents more often
- There was a lack of guidance across the sector for dealing with these incidents
- There was a lack of understanding of the hazards of lithium-ion batteries
- More often fire and rescue services are attending waste site fires and refuse lorry fires caused by lithium-ion batteries

### As a result we have:

- Produced a package of national operational guidance for the hazards of rechargeable batteries and the control measures to deal with them
- Created an award winning E learning package for fire and rescue service personnel to familiarise themselves with the hazards
- Recommended prevention and awareness campaigns to the public to help keep them safe and prevent these types of fires
- Worked with protection colleagues to help upskill inspectors and regulators on these hazards



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## Water rescue

### Submitted cases show:

- Over 25 cases of operational discretion in the water rescue environment including:
- Removal of PPE to attempt to rescue submerged casualties
- Commit non trained personnel into the water to carry out rescues
- There was a lack of understanding of the hazards of water

### As a result we have:

- Worked with clinical colleagues to embed the survivability model within NOG to assist commanders decision making
- Improved water rescue guidance for fire and rescue services
  - Created an NFCC position statement for submerged casualties
- Recommended the creation of a risk management planning tool kit to better understand and plan for water risks within fire and rescue services



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## Operational discretion

### Submitted cases show:

- Operational discretion is used frequently across all incident types
- There is varied understanding of operational discretion across the sector
  - In most cases operational discretion was declared but not needed and safe systems of work were put in place to negate the hazards and risks to safely resolve the incident

### After analysis the causes are:

- Fire and rescue services have strict policies and procedures forcing incident commanders to use operational discretion
- The hybrid position of policies and procedures and adoption of NOG has led to confusion of commanders meaning they are not sure what they should be following
  - In a few cases operational discretion has been used as a caveat for poor practice

### What we are doing:

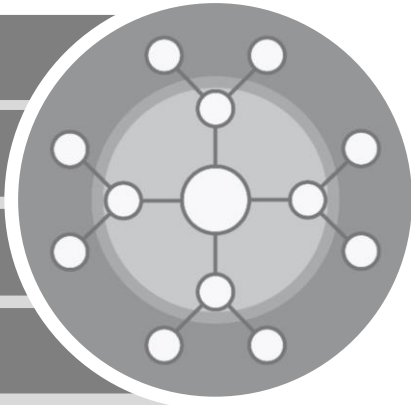
- Creation of an operational discretion toolkit for fire and rescue services to better investigate the use of operational discretion
- Plan on creating a video with the representative bodies, health and safety executive and incident command experts to raise awareness of operational discretion



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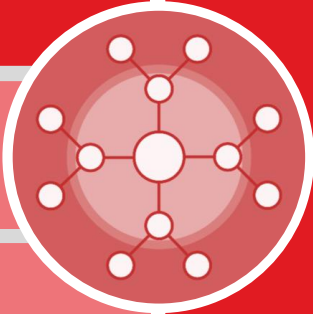
# Scottish Fire and Rescue Service contribution

- Active contribution at engagement sessions
- Active membership on NOLUG
- Proactive engagement on action notes
- 4 case submissions



# Expanding NOL

- International Learning
- Horizon scanning
- Academic learning



Taking events from international fire and rescue services

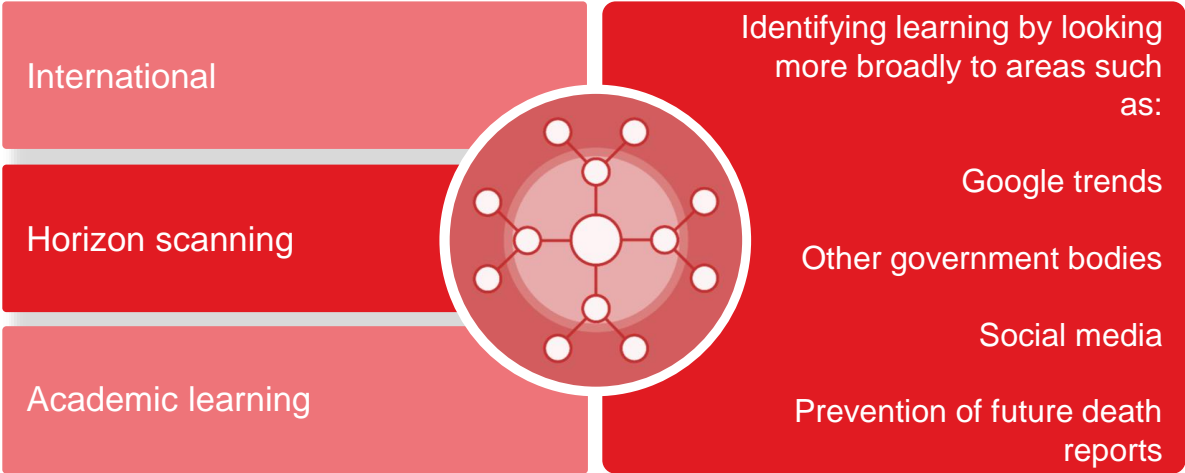
5 Unofficial partners so far

9 International cases submitted through the NOL

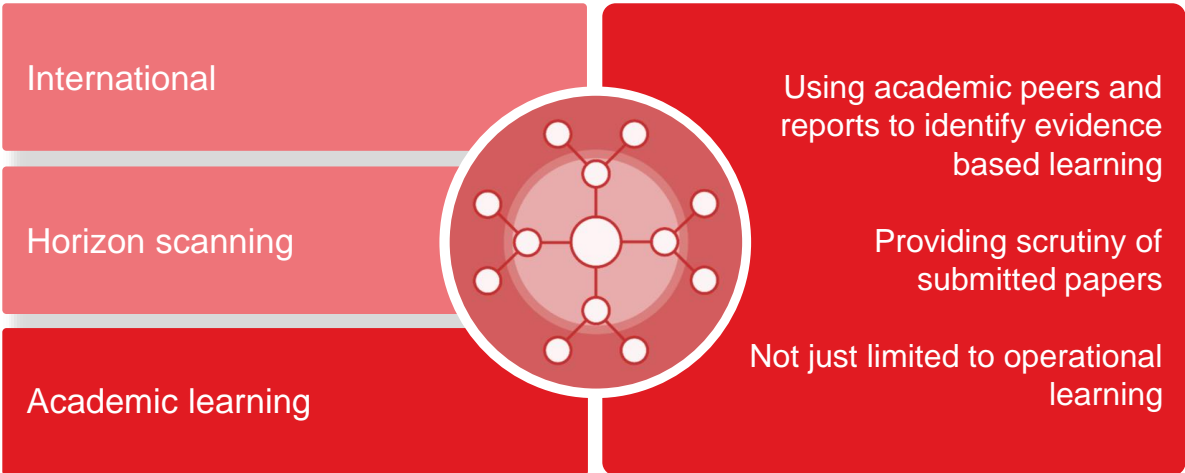




# Expanding NOL



# Expanding NOL





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Questions?

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/17-22

Agenda Item: 10.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	31 MAY 2022						
Report Title:	LITHIUM ION BATTERY TECHNOLOGY UPDATE						
Report Classification:	For Information Only	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <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 report is to update the Service Delivery Committee (SDC) on the emerging risks presented by Lithium Ion Battery technology and the workstreams being progressed within Scottish Fire and Rescue Services (SFRS) in response to those risks.						
<b>2</b>	<b>Background</b>						
2.1	Lithium Ion Batteries (LiB) have been in circulation since the early 1990's. They are a modern alternative to the lead acid battery, and provide more capacity, longer life, constant power output, weigh less and charge faster.						
2.2	The real threat of climate change and the environmental impact of fossil fuel use has prompted the emergence of new "green" technologies that support a "net zero" approach. Around the globe, Governments, organisations and manufacturers are attempting to reduce their carbon footprint through reduced emissions. LiBs are a key component within many of the available innovative solutions.						
2.3	The UK Government strategy to end all new petrol and diesel car sales by 2030 has seen the automotive industry rapidly adapt, with far more LiB Electric Vehicles (EVs) now available, offering consumers a clean, environmentally friendly, efficient alternative to traditional petrol or diesel-powered vehicles.						
2.4	As well as vehicles, LiB technology powers many of our portable devices such as mobile phones and laptop computers. In the built environment, domestically LiB can be linked with photovoltaic panels (solar) to charge small scale LiB power storage installations. Commercially, LiB use ranges from mid-sized power storage facilities upscaling to grid-scale battery storage systems fed through solar, wind or wave power infrastructure.						
2.5	SFRS currently have a broad awareness of the risks related to LiB technology. Risk information and control measures are detailed throughout the relevant SFRS policies and procedures. As the technology is evolving, continued learning, understanding of risk and awareness is essential to ensure that both firefighter and community safety is maintained.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	LiBs are one element of the emerging "green" technologies that offer a clean, affordable, available alternative to traditional power sources that are reliant on fossil fuel use. Adoption of LiB technology is particularly prevalent in the automotive market, where the technology is used to power vehicles (motor cars, public transport, haulage). In terms of motor cars,						

	the UK has witnessed a 186% increase in EV sales during 2020 with an estimated 400,000 EVs on UK roads.
3.2	LiB technology is also likely to become more prominent in the built environment as fossil fuels are phased out, prices increase and legislation, regulation and technology adaptations make our buildings and our energy usage more efficient.
3.3	Although the fire risk is extremely low when LiB technology is used and stored properly, failure leading to fire can occur if there are electrical issues (short-circuit or overcharging) or mechanical damage (impact, self-heating, external heating source).
3.4	<u>LiB Risks</u>
3.4.1	A damaged Li-ion battery can result in overheating within the unit itself. A phenomenon termed ‘thermal runaway’ can occur where a temperature increase can lead to an uncontrolled reaction rate within the battery, leading to a cascading effect that can evolve into a very serious fire or explosion.
3.4.2	The increased use of EVs, the installation of domestic charging systems and the use of large scale lithium-ion battery storage systems, will continue to challenge how we approach prevention, protection and intervention activities as we flex and adapt to the increased risks and the potential impact on community and firefighter safety.
3.5	<u>Service Delivery</u>
3.5.1	The Operations function have significant procedural information contained in Generic Information Notes (GINs) and in our Standard Operating Procedures (SOPs). The SOP information cross cuts the Electricity, Hazmat and RTC SOPs. SFRS also have risk information contained within our Operational Intelligence library, where local crews have recorded a risk in their station area.
3.5.2	The Prevention and Protection (P&P) function work with partners in the electrical industry to share information in relation to electrical fires, technology and safety. The Electrical Safety Working Group is chaired by P&P. This is an established group with representation from industry bodies, Electrical Safety First, Trading Standards and Scottish Government. Any learning from this group is shared through internal communication channels. LiB information sharing is a standing agenda item in this group.
3.6	<u>Continuous Improvement</u>
3.6.1	Our Operational Strategy, published on 1 April 2022, outlines our commitment to provide a safety focused, effective emergency response to the changing nature of risk facing our communities. LiB technology is in the here and now, and our approach to LiB risk is already flexing in response to new technologies such as EVs and LiB storage systems.
3.6.2	To support fire fighter safety and bolster mitigation of the risks faced by operational crews, the Service has reviewed and amended the Hazmat SOP to incorporate LiB safe systems of work and detail additional control measures. This step ensures that incidents involving LiBs attract the appropriate weight of SFRS response to support firefighter and community safety.
3.6.3	Furthermore, new firefighting technologies are being developed and assessed by our operational research and development teams, with innovative solutions currently being considered and progressed through partnership arrangements where appropriate.
3.6.4	As LiB technology advances, it is likely that the batteries themselves will become capable of higher output delivery. It is also likely that end of life LiBs will be recycled for disposal or “second life cycle” purposes. The associated risks relating to “second life cycle” are currently unknown, however, the Service will continue to learn and adapt, using data,

	innovative technology, and research and development to ensure our response is effective and assured.
3.6.5	<p>Despite limited available data relating to LiB fire incidents, SFRS must continue to learn and adapt to the changing risks within our communities. To support continuous learning and ensure SFRS are sighted on the emerging risks, further activity includes;</p> <ul style="list-style-type: none"> <li>• Continued monitoring of LiB incident trends</li> <li>• Detailed Business Intelligence data analysis</li> <li>• Continued engagement with NFCC</li> <li>• Engagement with industry and academia</li> <li>• Develop appropriate information, awareness and training packages for SFRS staff</li> <li>• Prepare for fires involving LiB technology</li> </ul>
3.6.6	<p>P&amp;P are in the process of creating a specific LiB working group to consider all aspects of LiB risks and actions required relating to,</p> <ul style="list-style-type: none"> <li>• EVs,</li> <li>• Charging infrastructure (domestic and commercial)</li> <li>• Tactics for EV RTC,</li> <li>• Risk within the built environment,</li> <li>• Firefighting procedures and equipment.</li> </ul>
3.6.7	The membership of the group will consist of internal stakeholders from all directorates as well as specific external stakeholder representation who will bring subject matter expertise to the group.
3.6.8	The learning within this group will serve to inform SFRS policy and procedure and may influence legislative or regulatory changes, as shared understanding of risk develops and actions to improve safety are developed and delivered.
3.7	<u>Data</u>
3.7.1	In terms of the data related to LiB fires, our Incident Recording System (IRS), and our Fire Investigation (FI) Reports can be analysed by SFRS Business Intelligence to provide evidence of any emerging LiB related trends.
3.7.2	At the current time, we have not evidenced a significant volume of EV fire incidents that would raise concern. Similarly, there are no obvious or immediate trends in relation to these types of fires impacting on the built environment. There have been no fatal fires attributed to EV or LiB.
3.7.3	Data relating to this is provided below.
3.7.4	<p>EV incidents recorded in the last 3 years</p> <ul style="list-style-type: none"> <li>• 2 as a result of an RTC</li> <li>• 1 fault caused by domestic charger</li> <li>• 1 due to dismantling processes</li> <li>• 2 false alarm with good intent</li> </ul>
3.7.5	<p>LiB incidents recorded in the last 3 years</p> <ul style="list-style-type: none"> <li>• 3 e-bike</li> <li>• 1 scooter</li> <li>• 1 golf caddy</li> <li>• 3 batteries in premises</li> <li>• 2 batteries waste facilities</li> <li>• 3 mobile phone batteries</li> <li>• 1 vape device battery</li> </ul>

3.8	<u>Current Partnerships</u>
3.8.1	The SFRS are a key stakeholder in several partnerships supporting further identification, understanding and learning opportunities. We are engaging with the National Fire Chiefs Council (NFCC) in respect of National Operational Learning (NOL) and there are workstreams progressing within SFRS through the newly established Safety and Assurance Working Group.
3.8.2	SFRS are continuing to engage with Edinburgh Airport who are developing their EV infrastructure and introducing an EV fleet. The airport initially reached out to our Fire Investigation team for support. This has evolved into a strong working partnership that has facilitated SFRS trialling a EV fire blanket on a car fire at airport premises. The evaluation of the blanket performance is underway and a business case to procure these for SFRS will follow.
3.8.3	As part of a future concepts workstream, an EV fire appliance is currently being developed in partnership with SG, Transport for Scotland and Emergency One. The project will be the first step towards the challenge to transition from diesel to EV, powering the next generation of SFRS frontline fire appliances. The appliance will feature an electric drive train and is currently in build, scheduled for delivery and testing early 2023. The appliance will be subject to extensive test scenarios at SFRS HQ prior to going operational for a 12-month period. Following this, a thorough evaluation will determine the appropriate requirements for any similar EV appliances to be procured by SFRS in the future.
3.9	<u>Assets</u>
3.9.1	In addition to the development of a EV appliance, SFRS are leading the way to a cleaner more efficient white fleet. Asset Management have taken significant and effective steps towards reducing the carbon footprint of the organisation. Procurement of EVs to replace white fleet vehicles is progressing, with EVs now in use by Flexi Duty Officers, Rural Full Time Watch Commanders and other staff across the organisation. Charging facilities have been installed across the SFRS property portfolio. The white fleet now has 172 EVs, that have replaced diesel or petrol-powered equivalents, with 61 charging sites across SFRS sites
3.9.2	Asset Management are continuing to address climate change concerns through wide scale fleet modernisation; replacing older fleet vehicles with EVs where appropriate, moving away from traditionally diesel driven vehicles and replacing them with new, innovative, clean, energy efficient EV equivalents that are effective in supporting business as usual and emergency response.
3.10	<u>Communications</u>
3.10.1	Internally, we continue to refine our procedures to ensure firefighter safety is maximised. In terms of community safety, our “your safety” pages on Facebook, link with partners in Electrical Safety First, promoting safe use of all electrical appliances, sharing product recall information and highlighting the risks related to LiB.
3.10.2	In terms of Fire Investigation, our teams are aware of the risks LiB technology presents and its potential to be an ignition source. Our Fire Safety Enforcement teams are also aware of the risks and engage with Duty Holders in this respect.
3.10.3	The Fire Engineering section are monitoring for LiB proposals contained in Building Warrant applications, and are engaging with Building Standards Division and Local Authority Building Control as required.
3.10.4	In all cases where LiB technology is present and presents a learning opportunity, or a firefighter or community safety risk, the information is fed back in to the Service through the appropriate channels.

<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 in response to emerging LiB technology.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	As the technology improves and higher capacity LiBs become common place, the probability of increased risk within our communities may rise, impacting on both community and firefighter safety.
5.1.2	Furthermore, as LiBs come to end of life and go through a recycling process (disposal or second life) there is an unknown risk in relation to “second life cycle” LiBs.
5.2	<b>Financial</b>
5.2.1	LiB technology is relatively new and SFRS must invest to ensure our safety focused approach is maintained and we continue to innovate to reduce our carbon footprint.
5.2.2	There will be financial costs attached to this as the Service invests in <ul style="list-style-type: none"> <li>• new operational equipment to deal with LiB fire incidents and;</li> <li>• vehicles and infrastructure to introduce greener, sustainable methods of powering vehicles and property.</li> </ul>
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	To protect the environment and combat climate change, developments in LiB technology offer viable solutions to many applications within SFRS such as EVs and battery storage systems.
5.3.2	Embracing innovation and adopting new technology will support our modernisation and sustainability workstreams to protect the environment and support a reduction in our carbon emissions.
5.4	<b>Workforce</b>
5.4.1	As LiB technology improves and EVs and LiB storage systems become common place, the implications for our workforce include <ul style="list-style-type: none"> <li>• Enhanced, modified safe systems of work, SOPs, equipment, and PPE</li> <li>• Improved risk awareness and training on LiB powered equipment</li> </ul>
5.5	<b>Health &amp; Safety</b>
5.5.1	There is potentially significant health and safety implications for SFRS personnel. These will be addressed through appropriate governance channels; however, SFRS must remain proactive in addressing and reacting to, the risks as they emerge.
5.5.2	SFRS Health and Safety, the LiB working group and the Operations led Safety and Assurance Group will collegiately address the emerging risks, focusing on continuous improvement as the technologies develop, by adjusting, amending and flexing our policies, procedures, training and equipment to adapt to the changing risks.
5.6	<b>Training</b>
5.6.1	As LiB technology improves and EVs and LiB storage systems become more widespread, the implications for Training include <ul style="list-style-type: none"> <li>• Review of all safe systems of work, SOPs, and associated documents where LiB technology is a potential risk to firefighter safety</li> <li>• Improved awareness and training on LiB powered equipment</li> </ul>



	<ul style="list-style-type: none"> <li>• Training in new innovative firefighting techniques to safely resolve incidents involving LiB risks</li> <li>• LCMS updates and reviews</li> </ul>
5.7	<b>Timing</b>
5.7.1	LiB technology is here and now and its use is likely to expand as fossil fuel burning equipment and machinery is replaced with cleaner, more sustainable, environmentally friendly alternatives.
5.7.2	EVs are already a common sight on UK roads, with domestic and commercial battery storage technology on various scales, now a credible solution to spiralling energy costs.
5.8	<b>Performance</b>
5.8.1	SFRS will continue to adopt a safety focused evidence based approach, monitoring incidents through the SFRS Business Intelligence function and robust data analysis.
5.8.2	Where analysis indicates new trends or issues with LiB technology, appropriate steps will be taken to address these through established governance channels.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	SFRS will continue to adapt and flex our community safety messaging through information gathered from data analysis or, information shared via our partners and/or working groups.
5.9.2	Our specialist teams in Fire Safety Enforcement and Fire Engineering are aware of the risks, factoring in relevant advice and guidance during engagement with Duty Holders, architects and developers. Engagement with Building Standards Division and Local Authority Building Control partners is undertaken where necessary.
5.10	<b>Legal</b>
5.10.1	There are no Legal implications at this time.
5.11	<b>Information Governance</b>
5.11.1	<i>Not applicable.</i>
5.12	<b>Equalities</b>
5.12.1	<i>Not applicable.</i>
5.13	<b>Service Delivery</b>
5.13.1	Service Delivery is aware and alert to the risk presented by new and developing LiB technology. The workstreams and working groups, in place or being formed, already indicate that positive, proactive steps are being taken that align with our Strategic Plan Priorities and the Operational Strategy 2022-32.
5.13.2	Service Delivery resources will be arranged and aligned to adapt and flex our holistic approach to the LiB risks, and ensure we remain informed and resilient to new or emerging risks.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	None



<b>Prepared by:</b>	David Dourley, Area Commander	
<b>Sponsored by:</b>	Stuart Stevens, Assistant Chief Officer, Director of Service Delivery	
<b>Presented by:</b>	David Dourley, Area Commander	
<b>Links to Strategy and Corporate Values</b>		
<p><b>Strategic Plan: 2019-2022</b>  Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.</p> <ul style="list-style-type: none"> <li>We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.</li> </ul> <p>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>We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</p> <ul style="list-style-type: none"> <li>We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.</li> </ul> <p><b>Long Term Vision:</b>  <u>Strategic Intentions</u></p> <ul style="list-style-type: none"> <li>We are more adaptable in responding to changing risks across and between communities.</li> <li>We are a learning organisation ensuring our staff are safe in carrying out their duties in all that they do</li> </ul> <p><u>Priorities:</u></p> <ul style="list-style-type: none"> <li>Partnership working will be at the core of how we work</li> <li>We will be driven by a deeper understanding of the needs of our communities</li> <li>We will be a more environmentally sustainable organisation</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Information</i>

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/18-22

Agenda Item: 11.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	31 MAY 2022						
Report Title:	COMMITTEE ALIGNED DIRECTORATE RISK						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <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 report is to provide the Service Delivery Committee (SDC) with a risk report identifying Directorate risks and controls pertinent to the business of the Committee.						
<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 and 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 Service Delivery Committee with the current risk report, outlining:</p> <ul style="list-style-type: none"> <li>• 1a – Strategic Risk Summary</li> <li>• 1b – Aligned Directorate Risk Summary</li> <li>• 1c – Directorate Risk Control Summary</li> <li>• 1d – Directorate Closed Control Summary</li> <li>• 1e – Directorate Closed Risk Summary – [Nil Return]</li> <li>• 1f – Directorate Risk Rating Change Summary – [Nil Return]</li> <li>• 1g – New Directorate Risks</li> <li>• 1h – New Directorate Control Summary</li> </ul>
3.4	The Service Delivery 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 Committee Risk Report.</li> <li>• Identify future risk spotlights to be provided to the Committee.</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 Scottish Fire and Rescue Service (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 5.10.1	<b>Legal</b> There are no direct legal implications arising from this report	
5.11 5.11.1	<b>Information Governance</b> There are no direct information governance implications associated with this report.	
5.12 5.12.1	<b>Equalities</b> 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 5.13.1	<b>Service Delivery</b> 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 1 – 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>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Scrutiny</i>

# Service Delivery Committee Risk Report March 2022



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

Working together for a safer Scotland

## 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 - [NIL RETURN]
- New Directorate Risks – Appendix 1g
- New Directorate Control Summary – Appendix 1h

# Strategic Risk Summary

# Appendix 1a

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

# Aligned Directorate Risk Summary

# Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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 (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 (4 x 5)	SDC	AMLB
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 (4 x 5)	SDC	SMB

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 (4 x 4)	SDC	AMLB
4	Legal and regulatory compliance	SD013	Legal and regulatory compliance	There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity. This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire(Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.	Head of Prevention and Protection	16 (4 x 4)	SDC	SMB



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 (5 x 3)	SDC	SMB
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 (3 x 4)	SDC	AMLB
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 (3 x 4)	SDC	SMB

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	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	12 (3 x 4)	SDC	SMB
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.	Director of Service Development	12 (3 x 4)	SDC	SMB
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 (3 x 3)	SDC	AMLB

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 (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 (2 x 4)	SDC	GGB

# Directorate Risk Control Summary

## Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
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, Area Commander, Operations Control	Jan-23	Green - 20%	Updates to the Vision Mobilising System at EOC prevented without intervention by the supplier. Capita are investigating the cause. Due to the nature of this risk, there is a review of support required from legacy system service suppliers.	20 (4 x 5)	15 (3 x 5)	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	Mar-22	Green - 30%	Review of existing systems ongoing	20 (4 x 5)	15 (3 x 5)	SDC	AMLB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
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	Jun-22	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. As of 04/02/2022 there has been no change to this action as still waiting on start date.	20 (4 x 5)	15 (3 x 5)	SDC	AMLB
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	Mar-22	Green - 80%	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 has been completed and the final report is currently in development.	20 (4 x 5)	12 (3 x 4)	SDC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	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.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	Mar-22	Green - 80%	Business Case is progressing with simultaneous procurement activity to secure delivery of modules from 2022/23 onwards. January 22- Tender process has now closed. 1 bid received and will be assessed by the UIG on 27th January 2022 which will secure delivery of modules for the next 5 years. 15 new Auditing Officers have been recruited to bolster structures within areas and support the delivery of FSE.	20 (4 x 5)	12 (3 x 4)	SDC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
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 Officers that will consider a review of technical skill requirements.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	Mar-22	Green - 80%	Business Case is progressing with simultaneous procurement activity to secure delivery of modules from 2022/23 onwards. January 22- Tender process has now closed. 1 bid received and will be assessed by the UIG on 27th January 2022 which will secure delivery of modules for the next 5 years.	20 (4 x 5)	12 (3 x 4)	SDC	SMB
6	FCS012	Supply Chain Shortages	Realign workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies.	Head of Asset Management	Mar-22	Green - 80%	Workplans and workloads assessed with opportunities being sought to ensure capital plan is achieved.	16 (4 x 4)	8 (4 x 2)	SDC	AMLB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
6	FCS012	Supply Chain Shortages	Re-phase Capital Programme, ensuring required levels of governance maintained.	Head of Asset Management	Mar-22	Green - 80%	Review of capital programme to align to current market conditions progressed.	16 (4 x 4)	8 (4 x 2)	SDC	AMLB
4	SD013	Legal and regulatory compliance	Draft business case to identify funding to provide an external developer to support the short term stability of PPED until existing system can be replaced.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	Feb-22	Amber - 20%	Paper started for presentation at next P&P FMT	16 (4 x 4)	9 (3 x 3)	SDC	SMB
4	SD013	Legal and regulatory compliance	Draft options paper for presentation at DMT to select appropriate system to replace PPED.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	Feb-22	Amber - 20%	Initial scoping exercise which looks at various systems types has been initiated. Paper presented to be presented at February P&P FMT	16 (4 x 4)	9 (3 x 3)	SDC	SMB



SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
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	Mar-22	Green - 25%	January 2022- A reviewed and updated implementation plan has been submitted to SDMC for sight prior to being taken to Service Delivery Committee. Workstreams are beginning to be developed to support the plan. Additional resourcing requirement for a WC to support delivery has been identified and a process to fill that post is to be discussed and agreed.	15 (5 x 3)	9 (3 x 3)	SDC	SMB
1	SD011	Reserved Matters	Review MTA Strategy	Head of Operations	Mar-22	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 (3 x 4)	12 (3 x 4)	SDC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
1	SD004	Standardisation of Service Delivery	Completion of Operations Document Review	AC Duffy, Area Commander, Operational Strategy and Development	Mar-23	Amber - 65%	The GETAC tablet continues to cause issues with the Document Conversion Project being available for frontline crews. ICT have acknowledged the issues with the tablet and are working on a plan to rectify the situation, however, there are no timescales yet to complete this. There is an increased risk of revised documentation not available to Frontline Crews, however, anything risk critical will always be communicated via urgent instructions etc.	12 (3 x 4)	6 (2 x 3)	SDC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	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	Mar-22	Green - 80%	The Operational Strategy document has concluded its consultation phase with feedback received from a number of directorates, functions, areas and departments. Consultation changes are being made to the Operational Strategy with further communication required with specific directorates. Further support is being provided to the ConOps leads so work can continue to progress.	12 (3 x 4)	12 (3 x 4)	SDC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
1	SD011	Reserved Matters	Formal implementation of MTA Strategy	Head of Operations	Mar-22	Amber - 75%	<p>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.</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>	12 (3 x 4)	12 (3 x 4)	SDC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
9	SDD003	Covid-19	Supporting the organisational response to Recovery, Reset & Renew from Covid-19	Head of Portfolio / ICT / SD	Mar-22	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 (3 x 4)	9 (3 x 3)	SDC	SMB
6	FCS004	Assets Operational	Reporting of information to Security Group and further direction required	Head of Asset Management	Mar-22	Amber - 50%	Outcome and recommendations from Security Consultants received.  Security Group to consider recommendations but in the interim new physical security measures have been taken across a number of properties.	12 (3 x 4)	9 (3 x 3)	SDC	AMLB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
8	FCS008	Environmental Management	Develop and Publish Fleet strategy dealing with Carbon Reduction and addressing SG Climate Change Agenda	Head of Asset Management	Mar-23	Amber - 60%	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 (3 x 3)	6 (2 x 3)	SDC	ECMB
8	FCS008	Environmental Management	Working with key partners - Transport Scotland - Scottish government - utilise additional and identified grant funding	Head of Asset Management	Mar-22	Green - 80%	Projects have been scoped and are being delivered with approximately Â£2.6M of additional funding.  Revised Transport Scotland bid for additional Â£1M being prepared.	9 (3 x 3)	6 (2 x 3)	SDC	ECMB
6	FCS003	Asset Acquisition	Develop specific project management roles within the Capital Programme	Head of Asset Management	Sep-22	Amber - 30%	The interview process was completed but no appointment was made and advertisement during 2022/23 required.	9 (3 x 3)	8 (2 x 4)	SDC	AMLB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
8	SPPC001	Service Performance Management	Implement the recommendations of the Business Intelligence review.	Head of Corporate Governance	Mar-22	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 (2 x 4)	8 (2 x 4)	SDC	GGB

# Directorate Closed Control Summary

# Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Complete 7 stage options appraisal process to identify a preferred option which has been approved by the project board.	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.	<p>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.</p> <p>The recommendations around a preferred option was approved by the SFRS Board on 16 December 2021. SFRS will now be moving to the implementation stage of this project.</p>	GC Roy Dunsire	SDC	SMB



# Directorate Closed Risk Summary

# Appendix 1e

NIL RETURN

# Directorate Risk Rating Change Summary

# Appendix 1f

NIL RETURN

## New Directorate Risks

## Appendix 1g

Risk ID	Risk Name	Risk Description	SR ID	Strategic Risk (SR) Name	Risk Owner	Committee	Executive Board	Target Date	Current Risk Rating (PxI)	Target Risk Rating (PxI)
SD013	Legal and regulatory compliance	There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire(Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.	4	Legal and regulatory compliance	Head of Prevention and Protection	SDC	SMB	Mar-23	16 (4 x 4)	9 (3 x 3)

# New Directorate Controls Summary

# Appendix 1h

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
SD013	Legal and regulatory compliance	<p>There is a risk that the P&amp;P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity</p> <p>This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire(Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.</p>	Draft business case to identify funding to provide an external developer to support the short-term stability of PPED until existing system can be replaced.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	Feb-22	Amber - 20%	Paper started for presentation at next P&P FMT	SDC	SMB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
SD013	Legal and regulatory compliance	<p>There is a risk that the P&amp;P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity</p> <p>This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire(Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.</p>	Draft options paper for presentation at DMT to select appropriate system to replace PPED.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	Feb-22	Amber - 20%	Initial scoping exercise which looks at various systems types has been initiated. Paper presented to be presented at February P&P FMT	SDC	SMB

## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/19-22

Agenda Item: 11.2

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>31 MAY 2022</b>						
<b>Report Title:</b>	<b>HIGH RISE FIREFIGHTING</b>						
<b>Report Classification:</b>	<b>For Information Only</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the work that is being undertaken by the Scottish Fire and Rescue Service (SFRS) following the Grenfell Tower fire tragedy, and the progress that has been made comparing policies, procedures, and training, from Pre-Grenfell June 2017 to Post-Grenfell May 2022.						
<b>2</b>	<b>Background</b>						
2.1	On the 14 June 2017, a high-rise fire broke out in the 24-storey Grenfell Tower block of flats in North Kensington, West London. The fire took the lives of 72 people and left hundreds more with physical and psychological injuries. The fire was a tragic reminder of the potential consequences of failings in the regulation of fire safety.						
2.2	The wide-ranging recommendations of the Independent Review of Building Standards Regulations and Fire Safety set up soon after the Grenfell Tower fire, and chaired by Dame Judith Hackitt provided a comprehensive analysis of the weaknesses and inconsistencies of UK fire safety regulations for both design approval and building occupation.						
2.3	In the period immediately following the fire the Scottish Government created the Ministerial Working Group for Building and Fire Safety (MWG). The purpose of the MWG is to oversee a review of building and fire safety regulatory frameworks, along with other relevant matters, to ensure people are safe within Scotland's buildings. To date, significant work has been overseen by the MWG in relation to the fire safety regime and regulatory framework in Scotland, and building standards.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The first phase of the Grenfell Tower Inquiry focused on the fire itself and the response to it, including by London Fire Brigade (LFB) and other emergency services. Its report provides 46 recommendations, which are based on its findings. These recommendations were made to LFB/the Fire and Rescue Service (FRS), other emergency services, building owners, and government.						
3.2	The second phase of the Grenfell Tower Inquiry is focusing on primary refurbishment and cladding products, complaints and communications from residents, firefighting, government, and aftermath of the fire with a completion date of approximately June 2022.						

3.3	SFRS had several good practises, well written policies, adequate training, and sufficient equipment, and appliances prior to Grenfell in 2017. The Grenfell Inquiry and subsequent action plans have enabled the SFRS to improve on these and the Phase 1 Action Plan has now been completed.
3.4	A presentation will be delivered during the SDC which will provide more detail into these improvements and will explain our current position compared to Pre-Grenfell in 2017.
<b>4</b>	<b>Recommendation</b>
4.1	That SDC note the work that has been completed so far to ensure SFRS fully learns all lessons from the Grenfell Tower fire and to acknowledge the improvements that have been made by the SFRS Post-Grenfell.
<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>
5.2.1	Some of the recommendations from the Grenfell Tower Inquiry will have financial implications to fully implement.
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	<b>Health &amp; Safety</b>
5.5.1	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	<b>Training</b>
5.6.1	There will be training implications associated with the implementation of some aspects of the SFRS' post-Grenfell action plan.
5.7	<b>Timing</b>
5.7.1	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.
5.8	<b>Performance</b>
5.8.1	Scrutiny of the action plan and progress is undertaken by the Service Delivery Management Team and Service Delivery Committee.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	On-going communications continue to take place with internal and external stakeholders.
5.10	<b>Legal</b>
5.10.1	Lessons being continually learned from the Grenfell Tower Tragedy will enable us to comply with all legal obligations.

5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed Yes. If not applicable state reasons.</i> It is not anticipated that there will be any information governance issues.
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed No. If not applicable state reasons.</i> Implementing lessons learned from the Grenfell Tower fire is anticipated to enhance SFRS' approach to equalities.
5.13	<b>Service Delivery</b>
5.13.1	The recommendations and actions arising from the Grenfell Tower fire will have an impact on Service Delivery. The Operational Strategy will play an important part in shaping the Grenfell recommendations and will become the vehicle for identifying operational response and driving change
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	N/A
<b>Prepared by:</b>	Mark Duffy, Area Commander
<b>Sponsored by:</b>	Stuart Stevens, Assistant Chief Officer, Director of Service Delivery
<b>Presented by:</b>	Mark Duffy, Area Commander
<b>Links to Strategy and Corporate Values</b>	
<b>Strategic Plan: 2019-2022</b>	
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.	
<ul style="list-style-type: none"> <li>We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.</li> </ul>	
Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland:	
<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>	
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.	
<ul style="list-style-type: none"> <li>We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.</li> </ul>	
<b>Long Term Vision:</b>	
<u>Strategic Intentions</u>	
<ul style="list-style-type: none"> <li>We are more adaptable in responding to changing risks across and between communities.</li> <li>We are a learning organisation ensuring our staff are safe in carrying out their duties in all that they do</li> </ul>	
<u>Priorities:</u>	
<ul style="list-style-type: none"> <li>Partnership working will be at the core of how we work</li> <li>We will be driven by a deeper understanding of the needs of our communities</li> <li>We will be a more environmentally sustainable organisation</li> </ul>	



<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Information</i>



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# Introduction & Overview

## Service Delivery



- 14<sup>th</sup> June 2017
- Trigger- Electrical Fault
- Primary accelerant- Cladding
- 72 died 223 people escaped including 65 rescued by LFB (74 injured)
- Ministerial Working Group
- Building Regulations and Fire Safety in Scotland



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# Scotland's Position

## Service Delivery



- Scotland has experience of high rise cladding fire spread
- Data indicates that HRDB are no greater risk than any other property type
- Domestic high rise – 840 buildings
- Subject to ¼ ly Operational Assurance Visits
- HRDB Indicator Plate system in use to support Operational Intelligence



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# Prevention and Protection

## Service Delivery



- Continued engagement with SG via the Ministerial Working Group MWG
- Influenced and supported legislative and regulatory change
- Monitored and reported on Grenfell Inquiry Actions from Phase 1 of the inquiry
- Reviewed training provision for Operational staff undertaking OAV MSF inspections
- FE supporting SG Single Building Assessment Cladding Remediation workstream.
- Continuing to engage with partners monitoring the GTI phase 2 and generating actions as the inquiry unfolds



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# Training

## Service Delivery



- Revised training arrangements with SMARTEU
- ICL course content reviewed and amended
- Operational Assurance Visits
- Test and Exercising
- Building construction
- LCMS training packages
- Positive Pressure Ventilation
- Enhanced Command Support Unit
- Evacuation processes
- OC systems



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# SFRS Policy and Procedure

## Service Delivery



- High Rise Building Standard Operating Procedure
- Breathing Apparatus Policy & Operational Guidance
- Incident Command Policy & Operational Guidance
- Evacuation & Firefighting in Buildings Procedure



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# Summary & Questions



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# HM Fire Service Inspectorate

<b>Report to:</b>	<b>SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE</b>
<b>Date:</b>	<b>31 May 2022</b>
<b>Report By:</b>	<b>HM Fire Service Inspectorate</b>

<b>Subject:</b>	<b>Routine report on HMFSI business</b>
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## 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

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

Following on from the update provided to the Committee on 23 February 2022, we are pleased to advise that the Angus report was published in March 2022.

### 3.2 Service Delivery Area Inspection

As the Committee is aware HMFSI intends to 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. HMFSI is in the planning stages to inspect the East SDA. In line with our commitment to engage and consult with SFRS throughout the development of this approach, we were pleased to attend the East SDA Management Team meeting and update LSO's with regard to our planned approach.



### **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.

We are pleased to advise the Committee that the report has now published and was laid in Parliament on 26 April 2022.

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

As outlined in our paper on 23 February 2022, 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.

The fieldwork has almost concluded and we are drafting the report. We anticipate that the report will be laid in July 2022.

#### **Climate Change – Impact on Operational Activity**

The number and scale of incidents that can be categorised as 'weather related' is increasing in volume, severity and impact. Climate Change, and the impact these incidents are having on the SFRS emergency response profile, is already recognised by the Service.

The outline for this inspection has been produced and is now out for consultation which is due to close on 13 May 2022.

The aim of the inspection is to assess the effectiveness, efficiency and preparedness of the Service and alignment to SG policies.

We will consider how the Service:

- Works with partners to; plan, predict and respond to different CC/weather related events.
- Provides information and advice to communities.
- Shares data and other relevant information to identify vulnerable people and infrastructure.
- Agrees priorities and tactics with partner agencies.
- Trains and exercises with partners at local and national level.
- Upskills and equips staff to deal with future incidents.
- Ensures physical resources are in place to meet identified current and future needs.
- Creates organisational resilience.

**HM Chief Inspector Robert Scott QFSM**

**Date: 31 May 2022**



## SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/21-22

Agenda Item: 13

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>							
<b>Meeting Date:</b>	<b>31 MAY 2022</b>							
<b>Report Title:</b>	<b>COMMITTEE ANNUAL VALUE ADDED STATEMENT 2021/22</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to present the Service Delivery Committee (SDC) Value Added Statement 2021/22, outlining evidence of how the Committee supports the effective functioning of the Board.							
<b>2</b>	<b>Background</b>							
2.1	The Value Added Statement was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure and further to this feeds into the Annual Governance Statement.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 24 June 2021. The Value Added Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence.							
<b>4</b>	<b>Recommendation</b>							
4.1	The Committee is requested to approve the contents of the SDC Annual Value Added Statement 2021/22 as set out in Appendix A and provide feedback as necessary.							
<b>5</b>	<b>Key Strategic Implications</b>							
5.1	<b>Risk</b>							
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of Service Delivery activities to reduce risk while improving the safety of our Firefighters and Communities we serve, two key strategic priorities for the SFRS.							
5.2	<b>Financial</b>							
5.2.1	The SDC scrutinises and evaluates Service Delivery across Scotland, with regards to best value and contribution to National Outcomes.							
5.3	<b>Environmental &amp; Sustainability</b>							
5.3.1	There are no environmental and sustainability implications arising from this report.							

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5.4	<b>Workforce</b>
5.4.1	The Committee scrutinises the resources (people) and capability required for effective Service Delivery.
5.5	<b>Health &amp; Safety</b>
5.5.1	This report highlights the SDC contributing towards improving the Health, Safety and Wellbeing of all staff.
5.6	<b>Training</b>
5.6.1	This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2021/22.
5.7	<b>Timing</b>
5.7.1	This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2021/22.
5.8	<b>Performance</b>
5.8.1	Information contained within this report deems that there are no significant gaps in the performance of Service Delivery.
5.9	<b>Communications &amp; Engagement</b>
5.9.1	This report provides an opportunity for SDC members to review the contents and provide feedback prior to its inclusion as part of the Annual Report and Audited Accounts for 2021/22.
5.10	<b>Legal</b>
5.10.1	Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.
5.11	<b>Information Governance</b>
5.11.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i>
5.11.2	<i>No DPIA was required for this paper as it contains no personal information.</i>
5.12	<b>Equalities</b>
5.12.1	<i>EIA completed Yes/No. If not applicable state reasons.</i>
5.12.2	Covered by the Corporate Governance Arrangements 2022 EIA.
5.13	<b>Service Delivery</b>
5.13.1	There are no Service Delivery implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not Applicable.
<b>7</b>	<b>Appendices/Further Reading</b>
7.1	Appendix A – SDC Annual Value Added Statement 2021/22
<b>Prepared by:</b>	Heather Greig, Board Support Executive Officer
<b>Sponsored by:</b>	Nick Barr, Chair of the SFRS Service Delivery Committee
<b>Presented by:</b>	Nick Barr, Chair of the SFRS Service Delivery Committee

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<b>Links to Strategy and Corporate Values</b>		
This links to SFRS Strategic Plan 2019-22.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>31 May 2022</i>	<i>For Decision</i>



## **Service Delivery Committee**

### **Annual Value Added Statement**

### **2021/22**

#### **1 Purpose**

The purpose of this statement is to give an overview of the added value of the Service Delivery Committee over the period April 2021 – March 2022, in its role as a committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its committees, and is incorporated into the Service's Annual Governance Statement.

#### **2 Background**

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

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

The continuing global Covid-19 pandemic provided an ongoing and challenging environment within which to deliver SFRS core services. As the Service successfully navigated its way through this landscape, the scrutiny and assurance role of the Committee continued through 4 on-line meetings and 3 workshops. The continued aspiration of the Committee to hold meetings around Scotland was curtailed by lockdown measures, hence there were no face-to-face SDC meetings. Following his appointment, the Committee was pleased to welcome the new HMFSI Chief Inspector as an attendee to future meetings.

At each meeting, the Committee received a revised Service Delivery Update report from the Deputy Chief Officer. These comprehensive reports outlined updates of key points of work from the Service Delivery Directorate and the Training, Safety and Assurance Directorate over the previous quarter. Additionally, committee members have benefited greatly from the incorporation of Power BI as a tool for performance management. The Business Intelligence and Data Services team have been able to develop insightful reports on key aspects of operational output.

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Specific examples of the Committee's wider work are:

- Increased focus on climate change issues affecting service delivery, such as flooding, wildfires and carbon reduction programme.
- Continued overview and scrutiny of the Grenfell Fire action plan.
- Continued overview and scrutiny of the Unwanted Fire Alarm Signals (UFAS) project to reduce unnecessary emergency journeys.
- Continued overview and scrutiny of the development of Clinical Governance Framework for the Service in conjunction with the Scottish Ambulance Service.
- Continued overview of risk, including risk spotlight items such as: Fire Safety enforcement; water supply update report; and the emerging threat of Omicron virus.
- Focussed discussions on operational issues such as: the use of Automated External Defibrillators (AED); and Operational Control resilience management.

The Committee also focussed its attention on operational and performance matters through the 3 workshops held in April 2021, January 2022 and February 2022. Topics included:

- How Operational Assurance is managed within the SFRS and UK-wide in other fire services.
- The annual governance review of the Committee and its work, including discussion on areas for improvement.
- How performance management is organised from station level to Committee and Board level.

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

The Committee will continue to focus on key operational service delivery issues, including the ongoing resilience of the Operational Control centres. Detailed analysis, understanding and improvement will be key elements of the post-Covid-19 work, as will the emerging impact of the Service Delivery Model Programme of work and implementation of the output from the UFAS working group. The Committee will continue to have increased focus on climate change issues, such as changes to working practices in relation to electric vehicles.

The Terms of Reference provide a broad basis of scope that will ensure the Committee is able to conduct its business effectively and these were reviewed in January 2022 at the annual governance workshop.

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

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

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

**Nick Barr**  
**Chair Service Delivery Committee**  
**May 2022**

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda No. 14.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<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 - 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>(CCF/OC Resilience - TBC)</li> </ul>	Climate Change: <ul style="list-style-type: none"> <li>Flooding</li> <li>Deep Dive HFSV</li> <li>Safe and Well</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>29 NOVEMBER 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> <li>(CCF/OC Resilience - TBC)</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
	<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>28 FEBRUARY 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</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>• (CCF/OC Resilience - TBC)</li> </ul>	•	•	•