SCOTTISH
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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 30 AUGUST 2022 @ 1000 HRS

CONFERENCE ROOM, BLACKNESS ROAD FIRE STATION, DUNDEE, DD1 5PA / 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: 31 MAY 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 the updated Action Log and approve the closed actions.

7   SERVICE DELIVERY UPDATE *(attached)*   *S Stevens*

The Committee is asked to scrutinise the attached report.

8   SERVICE DELIVERY PERFORMANCE REPORTING
8.1   Quarterly Performance Report for Q1 2022-23 *(attached)*   *D Farries*
8.2   Independent Audit/Inspection Action Plan Update *(attached)*   *R Whetton*
8.3   UFAS Update *(attached)*   *D Farries*

The Committee is asked to scrutinise these attached reports.

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

9   **AN INSIGHT INTO THE CONTENT OF THE SAFE AND WELL**
          SYSTEM (*attached*)   *D Farries*

          This report is for information only.

10   **DOCUMENT CONVERSION PROJECT** (*attached*)   *D Farries*

          This report is for information only.

11   **SERVICE DELIVERY RISK REGISTER**
11.1   Committee Aligned Directorate Risks *(attached)*   *S Stevens*
11.2   Risk Spotlight – GETAC Tablets *(attached)*   *D Farries*

          The Committee is asked to scrutinise these attached reports.

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

          The report is for information only.

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

14   **REVIEW OF ACTIONS**   *Board Support*

15   **DATE OF NEXT MEETING**
          Tuesday 29 November 2022

          PRIVATE SESSION

16   **OPERATIONS CONTROL SYSTEMS RESILIENCE** *(attached)*   *D Farries*

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

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PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 31 MAY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Nick Barr, Chair (NB)   Tim Wright, Deputy Chair (TW)
Lesley Bloomer (LBl)   Angiolina Foster (AF)
Paul Stollard (PS)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Stuart Stevens (SS)	Assistant Chief Officer, Director of Service Delivery
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Bruce Farquharson (BF)	Head of Training (Item 9.1)
Stewart Nicholson (SN)	Head of Service Delivery (East) (Item 9.3)
David Dourley (DD)	Area Commander, Prevention and Protection (Item 10.1 only)
Mark Duffy (MD)	Area Commander, Service Delivery (Item 11.2)
Robert Scott (RS)	HM Chief Inspector
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Morven Doyle, Scottish Government
Chris Booth, Scottish Government

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.

1.3   The Chair thanked Malcolm Payton (Board Member), for his contributions to the Committee during his tenure, having recently been stood down as part of the annual review of Committee structures, and welcomed Paul Stollard (Board Member) in his place and to his first meeting.

1.4

On behalf of the Committee, the Chair thanked ACO John Dickie for his contributions, hard work and support to this Committee and the wider Service ahead of his pending retirement.

2   APOLOGIES

2.1   John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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

3.1   Apart from the previous private minutes, no further items were identified.

4   DECLARATION OF INTERESTS

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

4.2   For transparency, Paul Stollard advised the Committee of his ongoing involvement in the Grenfell Tower Inquiry.

5   MINUTES OF PREVIOUS MEETING: 23 FEBRUARY 2022

5.1   One typographical error was noted and amended.

5.2   **Subject to the amendment of the typographical error, the minutes of the meeting held on 23 February 2022 were approved as a true record of the meeting.**

6   ACTION LOG

6.1   The Committee considered the action log and noted the updates.

6.2   **Members noted the updated Action Log and approved the removal of completed actions.**

7   SERVICE DELIVERY UPDATE

7.1   RH presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises Service Delivery and Training, Safety and Assurance Directorates, for the period 5 February 2022 to 13 May 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:
- Operational Strategy launched on 1 April 2022.
- Establishment of the Staffing Solution Team.
- Youth Volunteer Scheme Evaluation Report.
- Positive Action: Four female On Call personnel interviewed to promote female staff recruitment to help move towards a more reflective workforce within our communities.
- Engagement has commenced on the inaugural HMFSI Service Delivery Area (SDA) Inspection within the East SDA.
- Update on the Partnership Approach to Water Safety (PAWS) initiative. Thanks were extended to Group Commander Albert Bruce for his work in this area.
- Update on the status of the recommendations within the Continuous Improvement Programme (CIP).

7.2   The Committee acknowledged the wide array of work undertaken within the Service Delivery arena.

7.3   In regard to Marauding Terrorist Attack (MTA), the Committee sought an update on the current capability in this area. SS reminded the Committee of the interim arrangements for COP26 which were in place until 31 March 2022. Due to a variety of reasons, these arrangements were no longer in place. However, the Service currently had a cadre of Flexi Duty Officers who would provide cover across the 3 Service Delivery Areas. SS reminded the Committee that Awareness training was delivered to all firefighters prior to COP26 and this remains in place.

7.4 The Committee noted the name change from Retained Duty System personnel to On Call personnel and queried what this entailed. SS advised the Committee that this was a change of nomenclature (name) to realign the Service with other Fire and Rescue Services and to better reflect the role of this invaluable group of personnel.

7.5 In regard to the Command Competence Review (CCR) Procedure, the Committee noted the extended timescale for an Incident Command Assessment refresher and queried the reasoning, potential risks and impacts of this change. BF advised the Committee of the circumstances and process for assessing and awarding a 2-year extension and noted that the appropriate governance process had been undertaken.

7.6 The Committee commented on the reference to the high attrition rate within the Operations Control (OCs) and requested further clarification on the rates and reasons. SS reminded the Committee that the absence rate for OC personnel was 32 per 1,000 head, which was the highest in the Service. SS commented on the challenges in attraction and retention of personnel. SS noted that several workstreams were in place to try to address this and explore the potential to review terms and conditions. The Service were working in partnership with the Fire Brigades Union (FBU) to collectively work to identify solutions. DF noted that any identified solutions would be shared with Area Commander Libby Logan for progressing. DF highlighted some of the reasons given by personnel leaving the Service.

7.7 In regard to the National Fire Resilience (Scotland), the Committee asked for further information i.e. costs, risks, etc on the assets which were reaching the end of life. SS advised the Committee that the assets related to the legacy New Dimension project (2007). These included Detection, Identification and Monitoring (DIM), Chemical, Biological, Radiological and Nuclear (CBRN) and Urban Search and Rescue (USAR) equipment which was provided by Scottish Government to the legacy services. Unlike the rest of the UK, the legacy services within Scotland took ownership of these assets. Through discussions with the Home Office, it has been confirmed that there would be no additional funding for the replacement of these assets. Discussions were now ongoing with Scottish Government to secure funding (approx £18.8 million) for a replacement programme. A business case had been developed and was being progressed. The business case was based on the output from the national risk assessment, which took account of MTA and CBRN attacks, however, it was noted that these resources were not statutory duties.

7.8 SS noted that the funding for the replacement of these assets was not included within the forward asset resourcing requirements, however discussions were ongoing with Scottish Government.

7.9 In regard to the Document Conversion project, the Committee were advised that this was predominately policy and procedural information at this stage. The operational risk information was captured within a separate application on the GETAC tablet.

7.10 **The Committee scrutinised the report.**

8   SERVICE DELIVERY PERFORMANCE REPORTING
8.1   Quarterly Performance Report for Q4 2021-22
8.1.1 SS introduced CF to the Committee, who presented the performance report for quarter 4. CF highlighted the following key areas:
- Overall increase in the number of incidents (95,655), 1% against the 3-year average and 12% against 2020/21.
- Increase in fires and false alarms (10%) and non-fire special services (20%).
- Daily/monthly breakdown of incident type.

- All Casualties incidents increased 16% against 2020/21 but reduced by 7% against the 3-year average. Fire related casualties reduced (18%) against 2020/21 whilst non-fire related casualties increased (27%).
- Fire Fatalities reduced in 2021/22 and in line with 3-year average.
- Increase in non-fire related calls (5%) against the 3-year average from Scottish Ambulance Service but there has been an 11% reduction in the casualties resulting from those incidents.
- Seven indicators currently achieving targets (green), 3 indicators were amber and 5 indicators were red.

8.1.2   The Committee commented on the impact of Covid on statistical data and how the Service would disaggregate the effect on future reporting.

8.1.3   In regard to Home Fire Safety Visits (HFSV) for Vulnerable groups targets now being met, CF advised the Committee that the Service were still recovering from the impact of Covid and had still to achieve pre-Covid capabilities. The Committee were reminded that a deep dive report on HFSV will be presented at the next meeting. Consideration would be given to include the current practices with the Wheatley Group. The Committee queried the value of 3-year average data given the extended impact of Covid and whether the targets were still appropriate. CF noted that discussions with other public agency partners re standardising setting targets following 2020/21 (covid) period. The Service were also engaging with the Office of the Chief Statistician and were seeking support from Scottish Government's statistical services to identify and determine how best to measure key performance indicators.

8.1.4   In regard to call handling and response times, the Committee commented on the previous discussions, noted the stabilisation of performance and the review work done in this area. A summary of what had been done was to be included within the next Service Delivery Update report.

ACTION: SS

8.1.5   **The Committee scrutinised the report.**

(The meeting broke at 1100 hrs and reconvened at 1105 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   Provision of Operational Risk Information Action Plan
Total of 25 actions with 5 live actions outstanding. Progress has been limited with one action remaining on target and 4 actions remain red due to the slippage in the original agreed timescales. Overall RAG rating was red, due to original timescale not being met and was noted as 91% complete. RH highlighted the revised due date for action 4.1 in relation to the GETAC tablets which remain a concern.

8.2.3   The Committee requested that a spotlight on the GETAC tablets be provided at the next meeting (Forward Plan).

8.2.4   RS commented on the reoccurring themes within thematic inspection reports, particularly the GETAC tablets. RS welcomed the proposed spotlight on GETAC tablets and commented on the possible benefits from engaging with London Fire Brigade re how they use their tablets/information available. RS also noted the importance of recognising the work being undertaken to address the recommendations.

8.2.5   The Committee queried if consideration had been given to seek external expertise to resolve the issues with GETAC and noted the reoccurring challenges to deliver technical projects.

8.2.6   SS advised the Committee that discussions continued with ICT, including sourcing external expertise, in an effort to progress issues as quickly as possible. SS noted that GETAC tablets were central to various areas such as hydrants, safe and well, etc. SS suggested the spotlight be jointly presented by Service Delivery and ICT colleagues to provide a fuller view on the situation. SS noted that the Emergency Services Mobile Communication Programme (ESMCP) was gaining momentum and the Service had an opportunity to become a pathfinder for this project, i.e. network all appliances through the early installation of the ESMCP equipment. SS welcomed the opportunity to provide an update to the Committee, along with ICT colleagues, on the Operational Document Review project and technical (hardware) solutions.

8.2.7   The Committee noted the need for this to be raised for further discussion at a future Integrated Governance Forum or Board Strategy Day relating to ICT priorities, capabilities and potential additional resources being secured.

8.2.8   <u>Planning and Preparedness for Covid-19 Update Action Plan</u>
Total of 16 actions with 7 live actions outstanding and 9 actions were complete. Overall RAG rating was green and was noted as 92% complete.

8.2.9   <u>Command and Control: Aspects of the Incident Command System Action Plan</u>
Total of 25 actions, all now completed. Overall RAG rating was green and was noted as 100% complete. Formal closing report to be prepared.

8.2.10   <u>Fire Safety and Enforcement Action Plan</u>
Total of 20 actions with 2 live actions (previously deferred) outstanding and 18 actions were complete. Overall RAG rating was red due to slippage from the original timescales and was noted as 92% complete.

8.2.11   The Committee discussed the potential to review the outstanding actions and, if appropriate, close these actions as the timescale has not been set by the National Fire Chief's Council and they are outwith the control of the Service. In regard to legal compliance, SS noted the legislative differences between Scotland and the wider UK. However, these actions related to the overarching management/approach to fire safety.

8.2.12   <u>Local Area Inspections (LAI) National Recommendation Action Plan</u>
Total of 10 actions with one live action outstanding. Overall RAG rating was red due to a slippage from the original agreed timescale and was noted as 91% complete.

8.2.13   <u>Fleet and Equipment Action Plan</u>
Following the completion of the action plan, the formal Closing Position Statement report had been prepared.

8.2.14   **The Committee scrutinised the open action plans and noted the closing position statement report.**

8.3   UPDATE ON DEVELOPMENT OF WORK PLAN TO IMPLEMENT THE PREFERRED UNWANTED FIRE ALARM SIGNALS RESPONSE OPTION

8.3.1   SS presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:
- Six workstreams established to support the implementation of the selected option approved by the Board (December 2021).

- Primary focus has been the comms and engagement workstream to ensure dutyholders are adequately prepared and supported for the future changes.
- Outline of specific mechanism to support the comms and engagement.
- Development of specific operational arrangements for alarm receiving centres (ARC).
- Development of key performance indicators to report and monitor the impact of the changes.
- Recognition of the interdependency between the new Unwanted Fire Alarm Signals (UFAS) and Command and Control Futures (CCF) project and both teams are closely aligned.

8.3.2   SS advised the Committee that the implementation date for the rollout of the new UFAS response model may be impacted by the CCF project. The current command and control mobilising systems were unable to support the new UFAS response model. Additional manual processes would have to be introduced and this would add further pressure/workload within Operational Controls.

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

9   OPERATIONAL LEARNING
9.1   **SFRS Operational Clinical Governance Framework Update**
9.1.1   BF 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 had been agreed and signed by SFRS and Scottish Ambulance Service (SAS).
- Responsibility for all aspects of clinical governance is shared between SFRS Training and Operations functions.
- Meeting and governance arrangements were in place and the Operational Clinical Governance Technical Working Group had identified objectives for the current financial year.
- Now transferring and embedding into business as usual.

9.1.2   BF advised the Committee that the Service Level Agreement had been drafted by SFRS's Legal Service and was currently with SAS's Legal Service for final approval.

9.1.3   NB to meet with the newly appointed Director of Training, Safety and Assurance, Assistant Chief Officer Andy Watt, at an appropriate time, to discuss potential future reporting and the role of the Committee moving forward.

ACTION: NB/AW

9.1.4   **The Committee noted the report.**

9.2   **Grenfell Tower Fire – Phase One Closing Report**
9.2.1   SS presented the closing report to the Committee to provide an update on the progress and actions taken against the recommendations contained within the Grenfell Tower Phase One action plan. The following key points were highlighted:
- Significant work undertaken by the Service including the Action Plan, wider work of the Ministerial Working Group and the 3 sub-groups which has resulted in a number of sector and build environment improvements.
- As a direct outcome of the Phase 1 Public Inquiry, the action plan was developed and contained 44 recommendations for both London Fire Brigade and the wider UK fire and rescue services (FRS).
- All 44 recommendations have been progressed, closed or transferred as appropriate.
- Due to regulatory differences between England and Scotland, where appropriate the Service had met the spirit of the recommendation.

- Holistic approach to action recommendations has proven effective.
- Invaluable engagement with partners, through the Ministerial Working Group, to progress legislative and regulatory issues, e.g. broaden the scope to include sheltered accommodation risks.
- Awaiting outcome of Phase 2 Inquiry.

9.2.2   The Committee acknowledged the Service's effective holistic approach to address the complicated and challenging action plan. The Committee also noted and welcomed the Service's role in influencing national improvements.

9.2.3   The Committee queried how the Service would continue to monitor and maintain the level of commitment ahead of the Phase 2 Inquiry report i.e. light touch monitoring.

9.2.4   The Committee commented on the term "meeting the spirit of the recommendation" and queried the governance behind the decision to meet the spirit rather than the letter of the recommendation. A brief explanation of the difference and reasons for meeting the spirit rather than the letter of the recommendation was provided. SS advised that the Service Delivery Directorate Management Team were the authorising environment for this decision making.

9.2.5   **The Committee scrutinised the report.**

9.3   National Operational Learning Presentation
9.3.1   SN presented a report to the Committee providing an update regarding the National Operating Learning (NOL) including present position, methods of analysis relating to learning and the potential future direction. The following key points were highlighted:
- Benefits of a national and consistent approach to sharing, actioning and embedding learning from across the UK fire and rescue service.
- Main purposes were to improve firefighter and public safety and contribute to a more modern and professional sector striving to be continually learning and improving.
- Overview of the NOL development since 2016 with over 400 cases received.
- Outline of how the operating learning is captured, considered and shared.
- Recent NOL review has identified cultural change (willingness to share good practice/learning) and the ability to access/contribute to a national UK platform for learning.
- Technical solutions relating to Lithium Ion Batteries, Water Rescue and Operational Discretion.
- Next aspirations included wider international learning, horizon scanning and academic learning.

9.3.2   SN confirmed that the role of the NOL was to publish best practice/learning to all UK Fire and Rescue Services for their consideration and adoption. SN noted that due to different statutory responsibilities across the UK, some operational learning may not be applicable to all services.

9.3.3   RH commented on the updates on the HMFSI and Grenfell action plans and the NOL presentation has demonstrated the Service's willingness to learn, share and implement improvements for the benefit of firefighters and communities' safety. RH thanked the Committee for the opportunity to publicly present these updates.

9.3.4   **The Committee noted the report and presentation.**

10   CLIMATE CHANGE
10.1   **Lithium Ion Battery Technology Update**
10.1.1   SS introduced DD, who presented an update report to the Committee on the emerging risks presented by Lithium Ion battery technology and the workstreams being progressed within the Service in response to those risks. The following key points were highlighted:

- Increased use and application of lithium batteries across a wider range of technology.
- SFRS were sighted on emerging risks within the community and were proactively taking steps to learn and act appropriately to maintain firefighter/community safety.
- General low level of risk with lithium-ion batteries. However continual discharge and recharge can lead to a slow degradation of components which can lead to overheating.
- Good information available through NOL. Appropriate Standard Operating Procedures (SOP) and Safe Systems of Work are in place.
- Electrical Safety Working Group, chaired by SFRS, provides a forum to share information with partners from industry, trading standards and Scottish Government.
- SFRS Operational Strategy outlines our commitment and focus on safety and provides effective emergency response to the changing risks.
- Hazmat SOP updated to include lithium-ion battery risks, to take cognisance of the increasing electric vehicles and the storage of batteries in the environment.
- Research and development work is underway, including fire blankets specifically for electric vehicle fires.
- Potential risks for reconditioned/recycled lithium-ion batteries in the future.
- SFRS will continue to monitor lithium-ion battery trends, engaging with NOL and wider partners, share learning and develop training materials and preparing for future incidents.
- Dedicated Lithium-ion Battery Working Group is to be convened to co-ordinate activities, consider risks and actions relating to electric vehicle, charging infrastructure, firefighting tactics, risks in the building environment and firefighting procedures and equipment.
- SFRS will ensure operational learning is realised and supported and details of incidents involving lithium-ion batteries are recorded and assessed.
- Supporting ongoing learning with key stakeholders including National Fire Chief's Council, Edinburgh Airport, Transport Scotland and Emergency One.
- First electric appliance will be delivered and trialled by the Service in 2023. Currently there were 172 electric vehicles and 124 charging points across 61 sites.

10.1.2   The Committee commented on the relatively low number of incidents involving lithium-ion batteries and the work being undertaken in the Service to identify and prepare for future risks.

10.1.3   **The Committee noted the report.**

(D Dourley left the meeting at 1240 hrs)

11   SERVICE DELIVERY RISK REGISTER
11.1   Committee Aligned Directorate Risks
11.1.1   RH presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee.

11.1.2   In regard to Risk SD004 (Standardisation of Service Delivery), the Committee commented on the control summary and the need for further discussions on GETAC tablets.

11.1.3   The Committee noted concerns regarding potential wider ICT issues. This would be covered under Item 14.2.

11.1.4   **The Committee scrutinised the report.**

11.2   Risk Spotlight – High Rise Firefighting
11.2.1   SS introduced MD, who presented the risk spotlight briefing note and highlighted the following:

- Brief overview of Grenfell Tower Fire.
- Within Scotland, domestic high rise buildings (840 No.) are subject to quarterly operational assurance visits by operational crews for operational intelligence and familiarisation purposes.
- Overview of the Prevention and Protection function and Strategic Leadership Team's involvement with the Ministerial Working Group (MWG), influence and involvement in legislative and regulatory changes.
- Review and improvement of training exercises/packages and policy and procedures.
- High Rise Building Standard Operating Procedures (SOP) revised to include additional information on construction and design of premises, dedicated building spotters to monitor fire condition, structural integrity and identify any rescues.
- Evacuation and Firefighting in Building Procedure was currently out for consultation. Stay Put procedure remains the default position for the Service. The procedure details 2 types of evacuations (partial and full).
- Procurement of fire escape hoods and smoke curtains.
- Operational Strategy 2022-32 launched on 1 April 2022 contains 7 key themes which places operational resources at the forefront of the Service utilising the latest technology to benefit communities and firefighter safety.

11.2.2   The Committee sought clarification on the reference to data indicating no greater risk than any other property types. MD noted that there was no greater prevalence of incidents within high rise premises in comparison to other standard domestic premises. This data was sourced from the Incident Reporting System (IRS).

11.2.3   The Committee queried the compartmentalisation of fires within high rise buildings and any potential deterioration of compartments affecting firefighting activities. MD assured the Committee that the Service were comfortable with the building standards within Scotland and outlined the operational assurance inspection process. MD noted that the Service understood how fire behaved within buildings, undertook appropriate training on fire and fire behaviour, structural collapse, etc. MD further noted that the Service had introduced building spotters to monitor and identify external potential structural damage, fire spread, etc. SS reminded the Committee that less than 1% of fires in high rise premises leave the compartment of origin and the Stay Put Policy remained the correct policy within Scotland. The Stay Put policy is supported by supplementary procedures should evacuation become necessary. SS advised the Committee that following the introduction of building spotters, the next iteration would be Stairwell Welfare Teams.

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

(A Foster left the meeting at 1300 hrs)

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:
- Publication of Local Area Inspection for Angus was published in March 2022. Overall positive report and interaction with the Service.
- Continuing to progress towards Service Delivery Area approach to inspections. Engaging with DACO Stewart Nicholson and his team to discuss future inspection and gather data.
- Thematic Inspection: Health and Safety An Operational Focus has concluded and was laid before Parliament in April 2022. Eight recommendations, 25 areas for consideration and 9 areas of good practice were identified.
- Thematic Inspection: Firefighting in High Rise Buildings. Fieldwork has concluded and the final report was being prepared. Number of recommendations and observations had been identified and some had already been addressed.

- Thematic Inspection: Climate Change Impact on Operational Activity. Data request and terms of reference had been shared with the Service for consultation.
- Thematic Inspection: Mental Health and Wellbeing. Will commence Autumn 2022 and conclude 2023.

12.2   RH commented on the positive feedback from DACO Stephen Wood and his team following the Angus Local Area Inspection relating to the engagement and work of the HMFSI team.

12.3   **The Committee noted the report.**

13   VALUE ADDED STATEMENT 2021/22
13.1   NB presented a report to the Committee seeking approval of the Valued Added Statement 2021/22 which outlined evidence of how the Committee supported the effective functioning of the Board.

13.2   **The Committee approved the report.**

14   FORWARD PLANNING
14.1   Committee Forward Plan
14.1.1   The Committee noted the forward plan and confirmed the following additional items.
- Risk spotlight on GETAC tablets
- Operational Document Review (transferred from Strategy Day programme)
- Next Generation Breathing Apparatus (transferred from Strategy Day programme)

14.2   **Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**
14.2.1   The following items would be taken to the next Integrated Governance Forum:
- ICT Development

15   REVIEW OF ACTIONS
15.1   AC confirmed that there were 2 formal actions recorded during the meeting.

16   DATE OF NEXT MEETING
16.1   The next meeting is scheduled to take place on Tuesday 30 August 2022.

16.2   There being no further matters to discuss, the public meeting closed at 1315 hours.

PRIVATE SESSION

17   MINUTES OF PREVIOUS PRIVATE MEETING: 23 FEBRUARY 2022
17.1   The minutes of the private meeting held on 23 February 2022 were approved as a true record of the meeting.

SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG

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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.

Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
Service Delivery Meeting Date: 31 May 2022						
Item 8.1	**Service Delivery Update:** Re call handling/ response time. The Committee commented on the previous discussions, noted the stabilisation of performance and the review work done in this area. A summary of what had been done was to be included within the next Service Delivery Update report.	**SS**	**August 2022**		**August 2022**	**Completed (30/08/2022):** Detail included on SDC Highlight Report.
Item 9.1.3	**SFRS Operational Clinical Governance Framework Update:** NB to meet with the newly appointed Director of Training Safety and Assurance, Assistant Chief Officer Andy Watt, at an appropriate time, to discuss potential future reporting to and the role of the Committee moving forward.	**NB/AW**	**August 2022**		**June 2022**	**Completed (30/08/2022):** Meeting held on 20 June 2022 between Nick Barr and ACO Watt.

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/22-22

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE
Meeting Date:	30 AUGUST 2022
Report Title:	SERVICE DELIVERY UPDATE REPORT

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

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

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

3	**Main Report/Detail**
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.
3.2	This report covers the period from 13 May to 30 August 2022, albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.
3.3	**Risk** A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.
3.4	**Financial** Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.

3.5	**Environmental & Sustainability** Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
3.6	**Workforce** Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
3.7	**Health & Safety** Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
3.8	**Training** Specific details in relation to operational training are contained within Appendix A.
3.9	**Timing** This report covers the period from 13 May 2022 to 30 August 2022 and, where appropriate, the period prior to and following this.
3.10	**Performance** A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
3.11	**Communications & Engagement** Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
3.12	**Legal** Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
3.13	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
3.14	**Equalities** *EIA completed ~~Yes~~/No. If not applicable state reasons.* A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
3.15	**Service Delivery** This report provides an update to SDC on service delivery related matters.
4	**Recommendation**
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.
5	**Core Brief**
5.1	Not applicable
6	**Appendices/Further Reading**
6.1	Appendix A – Service Delivery Update.

7	Key Strategic Implications	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	Yes/
Prepared by:	Service Delivery, and Training, Safety and Assurance Directorates	
Sponsored by:	Stuart Stevens: Deputy Chief Officer	
Presented by:	Stuart Stevens: Deputy Chief Officer	
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of *Prevention*, *Response* and *People*, and all four Values of *Safety*, *Teamwork*, *Respect* and *Innovation*.		

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	*30 August 2022*	*For Scrutiny*

APPENDIX A

SERVICE DELIVERY DIRECTORATE	
Operations	
Item	<u>Commentary</u>
Operational Strategy	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. Operations have produced and now lead on the annual Strategy Implementation Plan (SIP) which sets out a programme of work to identify options for change through a plan that harnesses innovation and utilises frontline operational personnel to support its delivery. The SIP is a blend of: • Task and finish projects to deliver a set of specific outcomes within the financial year; • Established existing long-term national and strategic programmes; and • Research and evaluation led projects to inform operational response within future SIPs.
Document Conversion Project	The project continues to focus on reviewing, refreshing, consolidating and streamlining our Operational documentation to ensure it is easily understandable, consistent and accessible to support Firefighter Safety at Operational incidents. There is now a significant delay in introducing the new suite of documents to SFRS as the ongoing issues with the GETAC tablets (located in SFRS vehicles for use by crews) continue to hinder progress. Whilst the team remain committed to the production of materials and are reviewing and converting documents into the new format in line with their schedule they have not been able to launch due to the ICT challenges. There appear to be numerous problems including the operating system, the build and configuration of the tablets and the syncing of information remotely. This matter is preventing a number of applications and solutions being advanced and has been recorded on the risk register. Operations Function management team continue to engage with ICT colleagues to seek a solution.

	The project team are now routinely engaged in other work predominantly in relation to building new procedural documentation. Document Conversion project timelines continue to slip and delays appear inevitable.
MTA Response	Further to the cessation of the station based SFRS MTA Specialist Response due to the withdrawal of volunteers a new deployment model is now in place. The arrangement now ensures that 105 Flexi Duty Officers (including NILOS) across the 3 Service Delivery Areas and the 4 Command groups are trained and equipped to respond to MTA incidents. These FDOs are volunteers who have received a payment at the end of June 2022 as agreed within individual variation to contract letters. Various team meetings, briefings and familiarisation sessions have been carried out with Officers and OC staff and all necessary procedural documents updated. Special Operations Response Unit (SORU) stations (those previously providing MTA response) remain responsible for mobilising to work in the cold zone only and for the testing and maintenance of vehicle. Planning for 22/23 is underway and training and exercising with multi agency partners both locally and nationally is ongoing. The MTA practitioners group and a National group have been established to support and influence future development.
Staffing Solutions Team	A dedicated team has been established within the Operations Function to directly support the Staffing Tactical Action Group that has been stood up to consider the operational impact of the reduction of staff numbers brought about by COVID impacts and exacerbated by pension changes. This small Staffing Solutions Team (SST) is led by an Area Commander and consists of representatives from Ops, Training and HR with reach into SPOCs within other Functions such as Finance, H&S & On Call Improvement. Links have been confirmed with FBU and FRSA colleagues. The Team are working across 6 main workstreams – - Staff & Skills rebalancing - Staffing business continuity - Day Duty capability - On Call Migration and competence - Re-employment and maximising availability - Pre-arranged Overtime management arrangements The SST is also working closely with the Operational Availability Group and the Industrial Action Group and specific solutions are being planned for known challenging periods e.g. Bonfire and Christmas.

Operations Command Seminar	Operations hosted the first Command specific Seminar for Flexi Duty Officers on the 18 May. The event was held physically and on line and saw approximately 200 Officers attend and receive instruction, support and guidance in relation to Incident Command. Command has been identified as a critical area for development to attempt to address elements of the loss of experience being exacerbated by the number of unanticipated leavers. Speakers from SLT, Operations Control, wider Service Delivery and Operational Assurance contributed to a very well received and interactive day that included group discussions and breakout sessions. The event was evaluated and follow up sessions and Command Group specific training and exercising will be ongoing.
OC Call Handling/Response Times	Operations Control continue to maintain and enhance the skills of its personnel utilising developed training packages on various topics, including call handling. This is one of the core skills and is included as part of all specialist mobilisations that are undertaken. At present 15% of Operations Control personnel are in the development phase, with service of less than 3 years – the highest percentage of trainees are within the Dundee control room. As they develop in role, their ability to both call handle and manage information within the mobilising system will reduce the time taken to manage the incident. The number of calls to wildfires and water rescues due to climate change continues to increase, both these procedures require an increased level of call handling to ascertain location information to provide to responding crews. As with Fire Alarm calls, a further level of call challenge is required to ensure the appropriate resources are mobilised. On some occasions, as the mobilising systems are fragile and staff are less able to configure them to support changes to procedures or new procedures, this can result in a slight delay in mobilising the required resources to incidents. Call handling times are monitored by OC management as part of the Operational Assurance process, supported by statistical information from Data Services, and as required OC will review procedures to ensure we are providing the best service to the Community. The data gathered by Data Services colleagues is also reported in the Performance report and this is scrutinised and managed as part of the ongoing Service Delivery Continuous Improvement Forum with input from ACO Service Delivery and the Directorate Management Team.

Prevention and Protection	
Item	Commentary
Glasgow School of Art	The final report recommendations are being actioned 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.
Cameron House FAI	The service continues to co-operate with the COPFS in relation to the FAI proceedings for Cameron House. P&P have seconded an Area Commander to lead the FAI team, that includes Legal Services and other stakeholders from across the Service.
Grenfell	The closing report has been presented to the SFRS Board in June 22. The SFRS have taken cognisance of each recommendation applicable from the GTI Phase 1 Report, with significant improvement across SFRS detailed within the SFRS report.
	Phase Two of the Grenfell Tower Inquiry is underway with SFRS and partners identifying draft recommendations. The newly created High Rise Continuous Improvement Group is working cross functionally to address potential issues contained in the GTI Phase 2 report. The Phase 2 report is scheduled for publication in Spring 2023
FSE	Prosecution work includes SFRS raising charges in relation to three properties whilst supporting COPFS with two FAIs.
	The first module course for Protection Officers, aligned to the Competency Framework has concluded. Two potential Requisite Prior Learning (RPL) providers have also trialled their package. Further procured module courses will follow and a new procurement process for RPL will be scoped shortly following trial feedback
	PPED replacement project is underway. High Level system requirements have been scoped out and a procurement process start is planned for August 2022.
	Short Term Let legislation and Gypsy Traveller guidance are being progressed by FSE and partners. We are currently engaging with all Local Authorities via the Scottish Housing network and through local mechanisms on potential short term let processes that meet the needs of SFRS, partners and communities. Work to manage these issues is at an early stage and will progress into Q3.
	Lithium-Ion battery working group being established with all relevant stakeholders to continue to progress work on the increasing risk.
Fire Investigation	The FI restructure was implemented on 13 June 2022. Resources are arranged to more effectively align to demand and provide capacity to expand and develop the FI role

Fire Engineering	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 the up skilling of operational staff with regard to FE principles, and improvements to how SFRS manage new premises requiring OI (specifically where FE features). Procurement for diploma and degree courses as part of succession planning is programmed in for Q3.
Museum of Scottish Fire Heritage	95% of all objects have been installed into permanent position in the showcases by specialist contractors Dauphin. Graphic text panels submitted to printers and due to be fitted mid-August. Heritage Ambassadors (HAs) continue to progress with mandatory training such as adult and child protection, and monthly online video calls hosted by Volunteer Experience Team Leader and shared to YouTube for those who can't attend to watch later. HA's also had first visit to site to view museum progress so far. Main gallery space handover: 19 August Retail and Front of House fit out begins: 12 Sept Retail and Front of House handover 30 Sept Website snagging stage live. Heritage team giving feedback and updating last elements of content. Accessibility testing to go live early Sept, with launch thereafter.
Youth Volunteer Scheme	10 out of 15 schemes have restarted or launched (2 NSDA, 2 ESDA, 5 WSDA). One further scheme due to launch early September; the remaining four being supported to launch Autumn 2022 (1 NSDA, 2 ESDA, 2 WSDA). There are currently 120 Youth Volunteers engaging across the 10 schemes, and 60 Volunteer Youth Instructors (VYIs). There are a further 36 VYIs ready to support the five schemes yet to launch, and approximately 50–70 more Youth Volunteers are expected to engage. Three schemes have now completed Phase 1 of the syllabus and will start Phase 2 after the summer break. A Participation Skills Toolkit has been developed in partnership with Youth Link Scotland, and with support from the Equality & Diversity team, and the Graphic Design team. This will support young people to develop participation skills to enable them to take part in decision making and youth voice, with a view to establishing a formal YVS youth forum.
Safeguarding	NFCC published a Safeguarding Fire Standard in which SFRS fully meet seven of the ten standards, partially meeting three. Gaps identified are in relation to training SFRS staff and volunteers by an accredited trainer. To fully meet the standard a child and adult protection and wellbeing module has been developed and will be rolled out to all uniformed staff in quarter three of the operational competence schedule. The strategic leadership

	team have also agreed that all SFRS staff and volunteers who require a PVG membership must undertake the training. To support the roll out, the SFRS Child and Adult Safeguarding Policies and Procedures have been reviewed.
Hoarding and Excess Clutter	The World Health Organisation (WHO) released its revision of international classification of diseases (ICD-11) which now (1 January 2022) classifies Hoarding as a distinct mental condition. With additional research being available and further partnership working, the SFRS Hoarding Guidance Note has been reviewed and updated to reflect not just Hoarding but also Self-Neglect and guides SFRS personnel to use a trauma informed approach in engaging with people who hoard. A national SFRS lead has been identified and hoarding champions are now established in each LSO Area to strengthen local partnership approaches to supporting people who hoard.
Water Safety	SFRS supported the launch of Water Safety Scotland's new age and stage appropriate Education packages which aim to provide a clear and consistent message based upon the Water Safety Code. These were developed with Education Scotland and there are currently two of the five packages available, with the remainder being released before the end of this year.
	SFRS continues to lead on the establishment of Partnership Approach to Water Safety (PAWS) Groups throughout Scotland with a total of 12 groups meeting regularly in Local Authority areas. The remaining areas will be supported to establish PAWS.
	Work is ongoing regarding Drowning & Incident Reviews (DIR); a voluntary review process that aims to provide a consistent review of all accidental drownings and near misses in Scotland. DIR was written by SFRS in partnership with RoSPA and has just completed a formal review in collaboration with the George Institute for Global Public Health, as part of their Unintentional Harm Program, which has brought significant global interest to the process.
	Both PAWS and DIR are key features on the Community Safety Minister's 35 Point Action Plan on Water Safety and reflect the significant input by SFRS to improve drowning prevention efforts.
	As part of the World Health Organisation's World Drowning Prevention Day on 25 July 2022, SFRS played a lead role in planning and delivering an interactive safety event at the Helix Park in Falkirk which has been recognised as the largest water safety event held worldwide for WDPD. SFRS Community Engagement teams from Falkirk LSO provided safety information to the public whilst local Swift Water Rescue Teams demonstrated their skills in the lagoon by rescuing a person in the water using tethered swim and boat techniques.
Safe and Well	Safe and Well pilot visits commenced February 2022 and concluded on 05 August 2022. The piloting of the main application tested with a high level of success with 179 visits completed. Good feedback received from Community Safety Advocates and visit recipients.

	Significant ICT challenges exist with the partner referral site resulting in very few partners signed up and processes tested (4 partners and 9 referrals from partners completed). This remains an issue until ICT certificate/hosting issues are resolved.
	Good progress made with draft training packages for staff and partners, visit materials completed.
	Evaluation and data analysis of pilot now in focus, including benefits mapping process.
	Draft Communications and Engagement Strategy created/on hold awaiting progress with FBU negotiations on uniformed staff T&Cs before internal and external stakeholder engagement can take place. Funding for project ends 31 August with progress continuing in BAU.
	Options appraisal report in progress to seek future direction.
Service Delivery Areas	**NORTH**
<u>Item</u>	<u>Commentary</u>
Community Support and Resilience	On the 28 June 2022, 200 Moray schoolchildren were presented with special awards by Their Royal Highnesses the Earl and Countess of Forfar (Earl and Countess of Wessex) at Gordonstoun. The pupils received the Moray Badge Platinum Jubilee, an award established for one year only to mark the Queen's Jubilee and to encourage young people to get active after lockdown.
	The Royal couple then presented the Queen's Award for Voluntary Service – the equivalent of an MBE – to members of Gordonstoun's Fire team. Gordonstoun is the only school in the UK where students are volunteer firefighters and attend incidents in the community as part of the Scottish Fire and Rescue Service.
	The Countess also presented Gordonstoun with a 80th Anniversary Trophy on behalf of SFRS to the Voluntray Fire Unit.
	During the school year the crew have been activly involved in local community safety events assiting with P&P initatives.

New Driver Early Intervention Scheme	As part of a new road safety scheme, road policing officers in Aberdeenshire have provided education and awareness raising inputs to a group of 6th year students at Meldrum Academy. The New Driver Early Intervention Scheme is aimed at encouraging safe driving practices amongst new and learner drivers. The scheme will target drivers between 17-25 years of age, who are statistically more likely to be involved in a collision. On Thursday, 31 March, Police Scotland and the Scottish Fire and Rescue Service delivered a hard-hitting presentation to students at Meldrum Academy in efforts to raise awareness and encourage discussion on the consequences of dangerous driving. More sessions are set to take place across the North East where officers are working closely with local driving instructors, schools, colleges, universities and local businesses to encourage attendance. The scheme is being administered in partnership with Road Safety North East Scotland, the Scottish Fire and Rescue Service, Scottish Ambulance Service and Motor Schools Association of Great Britain.
PAWS Water safety initiatives	On Call Support WC Public engagement around Loch Ness. 450 leaflets on water safety/cold water shock and Fire on Boats to retail outlets including manager engagement around distribution opportunities on sale and hire of water sports equipment. Wick Harbour day attended to provide guidance and advice, use of VR headsets for engagement. Mallaig harbour engagement activities. Further water/harbour engagement activities being planned for world drowning awareness day including Mallaig Harbour and Dores beach. Water Safety talks have been delivered to all high schools prior to breaking for the holidays which will hopefully see a reduction in this type of incident compared to last year
On Call Recruitment for Remote/Rural Communities	On-Call recruitment in the NSDA is being driven using the updated Pre-recruitment Employment Process whereby applicants are invited to attend their selected Station to engage directly with personnel on a weekly basis. The aspiration is that these individuals will then be fully engaged in the process, be better prepared for their point of entry selection tests and have a full understanding of not only the professional requirements of the role but also the commitment required to support their community. The implementation of the PREP element of the recruitment process was piloted in WIOS. 18 Candidates that were brought through the recruitment process started their Task and Task management course at Stornoway on 8th August. The highest ever intake into a remote course anywhere in Scotland and a 400% increase on the last comparable period (2019). The PREP process directly contributed to 20 of 21 candidates successfully completing PSTs in May 2022. The remaining candidates will go onto the next available course. While driven by SD staff in the Western Isles, this outcome was only possible by the application of a flexible, risk assessed approach to increasing numbers on the course, agreed with TSA, and the hard work of health & wellbeing and POD personnel who have ensured the health surveillance, appropriate checks and administrative tasks were completed in a compressed time period.

Service Delivery Areas	EAST
Welcomed the start of the HMFSI inspection	The Head of Service Delivery for the East of Scotland welcomed the start of the East SDA HMFSI inspection when he met with Robert Scott, HM Chief Inspector. The inspection has moved from a phase of data collection to fieldwork, with the inspection team surveying members of staff, carrying out interviews and engaging with focus groups.
Long Service and Good Conduct	Following the great success of the first Long Service and Good Conduct Ceremony to be held in the East of Scotland for two years it is with great pleasure that the business support team can confirm another event is planned for November 2022. The celebration will allow the service to demonstrate its gratitude to those members of staff being awarded the medal.
Ambulance Service welcomed at McDonald Road	In June the Scottish Ambulance Service started operating from McDonald Road both operationally and utilising office facilities for continual professional development events. Fire Fighters are reporting the professional benefits of working closely with Ambulance members of staff.
Career Ready Programme	The Scottish Fire and Rescue offer their employees an opportunity to volunteer with the Career Ready programme, which is a 2-year mentoring programme. After a successful application mentors and mentees are paired. As part of the career ready programme there is a month-long internship where mentees come to the workplace of their mentor (SFRS). The East Service Delivery Area, hosted Jason, a 17-year-old from the local area, supported by his mentor, he was given the opportunity to experience life in the service and enjoyed learning from operational crews and training instructors, looking at specialist resources including water, rope rescue and height appliances. There was also a strong focus on the Scottish Fire and Rescue Service values of Respect, Innovation, Safety and Teamwork. The culmination of the week was a passing out exercise at Newcraighall Community Fire Station, where Jason took an active role. This was witnessed by a very proud family, representatives from Career Ready and Senior Officers from the Scottish Fire and Rescue Service who presented Jason with his completion certificate. Evaluation of the programme includes positive feedback through Career Ready, his family, teachers and his new SFRS family. It is clear to see the potential for this programme to expand with further engagement for the East of Scotland. This will assist more young adults on their journey to a positive future with improved confidence, communication skills and a sense of achievement.

Service Delivery Areas	WEST
Community Wellbeing and Nature Gardens	Kilmarnock Community Fire Station within East Ayrshire area has recently transformed a disused area **thanks to a £10,000 National Lottery Community Fund,** to include a welcoming shed to encourage talking, a sensory garden, poly tunnels for food growing and areas which can be used for play and education purposes by children's nurseries. These safe community spaces will be open to all with time being booked in advance. The station worked in partnership with NHS health professionals, voluntary organisations and has engaged with young people on fire, water, and road safety It is hoped to combat loneliness and promote mental health awareness by bring people together in a safe space, while we will also provide education on climate literacy, fresh produce, contributing to local food larders and promoting sustainability projects. This activity is another example of the added value the Scottish Fire and Rescue Service contributes to our local communities. Through our participation in local partnership environment, we are able to use our land and assets in ways that truly brings the term Community Fire Station to life, whilst also supporting wider socio-economic and environmental needs. The success of the garden was recently recognised as Kilmarnock Community Fire Station welcomed Minister for Community Safety Ash Regan MSP, community groups and partners to the community garden. Good discussions were had regarding the use of facilities to support a variety of activities within the local community. This follows on from Community Wellbeing and Nature Garden currently in place at Cambuslang for local residents to learn and share skills, grow food, and increase awareness of nature, the environment and healthy living. Beehives to support the local eco-system are also being introduced at Kilmarnock, Dreghorn and Ayr Community Fire Stations following on from previous introductions at Motherwell, Bellshill, Stepps and Clydesmill Community Fire Stations within Lanarkshire.
Success of On Call Pre-Recruitment Engagement Programme (PREP)	The Pre-Recruitment Engagement Programme (PREP) was developed by the On-Call Support Team along with key stakeholders as part of the On-Call Improvement Programme to support future on call firefighters and current station command teams by assisting candidates through station engagement and involvement during recruitment. Recruiting managers and station command teams have embraced the concept of the PREP since its launch and made it work for their stations to support a better recruitment experience for all. Dumfries and Galloway area are seeing the benefits of being involved in both phases of the PREP pilot. Phase 1 was targeted to a specific local area and resulted in all 10 of the applicants successfully complete all phases of the recruitment process and task and task management course. The individuals are now providing additional resilience in the protection of their local communities.

| | The enhanced Phase 2 pilot has allowed candidates to participate in practical activities allowing development towards Practical Selection Tests (PST's). This has seen a further seven personnel progress through the recruitment process, the majority will be attending their initial task and task management course next month.

PREP has given the stations' staff the opportunity to get to know their candidates, keep them advised of the process and tailor our support to their needs. We can guide and encourage them to dig in when the fitness level seems unachievable.

Members of the public do not always think they have what it takes to be a firefighter – it is our job to help them realise their potential.

The PREP process continues to evolve as a result of continuous review and evaluation, and will be rolled out across the remainder of the West SDA and Nationally soon.

Our first electric-powered fire appliance will be based at Clydesmill Community Fire Station in Lanarkshire and become operational in early 2023.

This is the first step in a long journey to discover how we can potentially move away from fossil fuel-powered appliances as part of our commitment to reducing carbon emissions from our fleet. |
| **All-Electric Pumping Appliance** | Being close to Cambuslang National Headquarters and Training Centre, as well as the new West Asset Resource Centre workshop development, will assist with the smooth integration of this innovative technology into the service.

We have received around £500,000 of funding from Transport Scotland to fund this project, this vehicle supports the service's commitment to move towards a cleaner environment for the communities of Scotland.

The brand new E1 EV0, produced by Emergency One in Ayrshire, provides optimal performance with no emissions, and operates on battery power for both drive and pump capabilities.

It has a range of approximately 220 miles with an 80% charge, which is the equivalent of driving from Dunbar to Dundee and back again.

Through consultation with E-1, they aimed to produce a next-generation solution that builds on the current features of today's diesel-fuelled fire appliances, whilst also including many new and innovative features, designed to improve firefighter (and public) safety. |

TRAINING, SAFETY AND ASSURANCE DIRECTORATE
Command and Control Futures

Item	
Testing	The test team continue to develop and run tests in all areas of the system available to them, with in excess of 2000 having been attempted since the commencement of UAT. Ultimately, progress towards completion will only be achieved with the completion of Airwave connectivity, the provision of a stable and functioning version of the software and the focused addressing of defects by Systel.
Configuration of system	Configuration of the system is a sequential activity requiring the same progress as those detailed for testing
Connectivity	Airwave connectivity continues to progress and, at the last report, it was noted that the overall completion timeline being slipped between 10 and 16 weeks from the original planned and indicated by the provider; Voice connectivity is in place at all three locations and the remaining actions by Airwave are scheduled to complete in September 2022, allowing Systel to move into their testing phase in relation to this part of the network.
Training	Training is again a sequential activity, which fundamentally requires a functioning, low defect and configured system. Training Managers have a responsibility to balance the need to train asap with operator confidence and, at present, do not have a sufficiently prepared, stable or functioning version to utilise. They have mapped the amount of training days available between the Systel intention to provide a updated go-live version in September 2022 and various potential go-live schedule dates in Q1 of 2023/24, to ensure we have a robust plan to implement as soon as the system is ready.
Scottish Government Digital Assurance Office (DAO) Review	Resultant Action Plan (from the March 2022 Review) completed 30th April 2022 and submitted to Scottish Government. A follow-up review was conducted in May 2022 and the action plan steps all reviewed and endorsed. The next likely review will be pre-go-live.
Rectification Plan	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 August 2022, which represents a significant slip from the original project schedule.
Financial, Legal, Contractual Management	An SLT workshop was held in January 2022 with a focus on exploring all financial, legal and contractual options. A remedial advisor (the latest contractual lever) has been instructed and appointed (May 2022)
Remedial Advisor	On 18 May 2022, the Programme commenced the review period with the appointed remedial advisor, Mr Les Watson from Mason Advisory; a global management consultant and fully independent advisor who has been subject to non-disclosure agreement and

background report on potential conflicts of interest.

In the start-up meeting the CCF PM confirmed a proactive approach with the advisory team that if any issues are found during this work package and are believed to be urgent then these will be brought up ahead of the delivery of the report to aid in the progress of the

project. In advance of this sessions, SFRS subject matter leads agreed the scope of work and ensured it was consistent with their expectations and the contractual provision. The agreed outputs of the process include:
- An independent report to SFRS that covers the scope of work with clear recommendations and action plan, timelines for completion of recommendations and clear ownership of actions.
- A detailed and resourced project plan for the delivery of the MVP and Go Live
- A project plan for the delivery of the full functionality with a timescale of within one year post 1st Go-Live.

The independent Report will be issued to SFRS with a review period (within 10 days, or sooner) prior to issue to Systel.

The CCF Programme team are now working closely with the advisors to ensure that all aspects of governance, documentation, strategy and process that will assist their understanding are made available.

Meeting Scheduled for 18 August 2022 to discuss the potential content of the draft report with SRO and PM; potential for this to be an interim report, rather than final.

Operational Assurance

Item	Commentary
Significant Event Debriefs undertaken by the OA Department.	Katherine Street (Level 5 Fire). This was a large fire in a housing block in Livingston. Crews faced challenges due to the unconventional building construction methods that resulted in undetected fire spread and difficulties gaining access to the fire. This debrief report has progressed to the August NSAB with 6 recommendations.
National Operational Learning (NOL)	The OA Department have undertaken a gap analysis of 3 NOL Action Notes. Sub-Surface Rescues – This action note provides guidance on the actions to be taken by Fire & Rescue Services in response to incidents involving casualties under the surface of the water. OA review report contains 8 recommendations. Reinforced Autoclave Aerated Concrete (RAAC) - This action note provides guidance on the hazards and risks associated with RAAC construction and on the actions to be taken by Fire & Rescue Services in relation to information gathering, training and the provision of risk information. OA review report contains 7 recommendations.

	Network Rail Guidance – National guidance issued by Network Rail for use by the emergency service in response to incident on or near the rail network. OA review report contains 3 recommendations.
Supervisory Manager OA Engagement Sessions.	The OA Department embarked on this project to promote and embed OA at supervisory level across the SFRS. Every supervisory manager will be invited to attend an engagement session via Microsoft Teams. NSDA, ESDA and WSDA wholetime engagement session are all complete. On-Call supervisory managers, Day Duty supervisory managers and Flexi Duty Officers sessions are now being planned and will be delivered over the coming months.
Operational Assurance Recording and Reporting System Survey (OARRS)	OA have concluded a user review of OARRS following its first 12 months in the SFRS. A Microsoft online survey form was developed 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. The report will be presented to the October NSAB.
National Review of Operational Assurance	OA have commenced a 'compare and contrast' review of Operational Assurance across the UK Fire & Rescue Sector. OA are also liaising with the New Zealand FRS as part of the project. Outcomes will be used to influence the future direction and development of OA across the SFRS.
Operational Training	
Item	Commentary
Programming and Scheduling of Training	Work is underway to make improvements to the way in which operational training is programmed and scheduled. Training delivery has the potential to impact upon operational availability, and has at times relied upon the use of overtime to ensure attendance on essential training courses. A joint piece of work between Operations and Training is proposing to embed the training programming and scheduling team within the central staffing structure. This will not only allow the programming and scheduling of training to be much more aligned to the availability of personnel, but will also build in a degree of resilience to the central staffing function with the formation of a third team within their structure. This collaborative piece of work will result in a much more streamlined and efficient method of working and will improve the linkages between the two functions.
Emergency Services Training Collaboration Group	The Emergency Services Training Collaboration Group (ESTCG) sits quarterly and comprises of the Heads of Training from all three Blue light services and the Head of the Scottish Multi-Agency Resilience Training and Exercising Unit (SMARTEU). The group identifies opportunities for collaborative working as well as joint training and exercising needs. Three sub groups have been created to support this work: The Driver Training Collaboration Group, Specialist

Rescue Training Collaboration Group and the Incident Command Training Collaboration Group.

The Driver Training Collaboration Group, chaired by SAS, has identified the areas of similarity across all three Services and the potential for not only sharing best practice, but sharing resource. An early success has been the identification of the fact that Police Scotland's Response Driving Course has the exact same training standard and outcomes as the SFRS equivalent course, as such we will see Emergency Response Driver Training Courses delivered by Police Scotland for some of our Flexi-Duty Officers in the Autumn of this year.

The group has also identified opportunities for the approach used in SFRS for the delivery of driver training across different classes of vehicles to be streamlined by replicating the process used in Police Scotland. The approach being proposed is legally compliant and does not have any reduction in standard, but provides a more efficient and pragmatic approach to the delivery of Driver Training.

Refresher training for Drivers is also being reviewed to align with the legal obligation we have, and the approach taken by Police Scotland. This, along with the two previous pieces of work, will see a significant increase in capacity, and will allow Driver Training Instructors to address and resolve the challenges we are experiencing in terms of progressing personnel through the driver pathway.

The Specialist Rescue Collaboration Group, chaired by SFRS, is working to identify the areas of overlap across all three Emergency Services. This includes Safe Working at Height, Breathing Apparatus, Swift Water Rescue, Mass Decontamination, Urban Search and Rescue and Trauma Care. Collaborative training opportunities are being identified, and a Breathing Apparatus course has been delivered by SFRS to the SAS SORT in Aberdeen.
This will ensure that when SAS are required to deploy with SFRS we can be confident in the techniques that the SORT teams are trained in and that the terminology being used are standardised.

By aligning the areas of training across all agencies there are also likely to be opportunities for joint purchasing arrangements and associated economies of scale.

The Incident Command Collaboration Group, chaired by Police Scotland, is working to identify opportunities for joint training of our incident commanders, and to develop exercising to improve our shared understanding of each other's Incident Command systems. This work will build upon the Joint On Scene Incident Command (JOSIC) courses already being run, which SFRS are currently responsible for delivering.

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: **C/SDC/23-22**

Agenda Item: **8.1**

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	30 AUGUST 2022							
Report Title:	QUARTERLY BOARD PERFORMANCE REPORT Q1 2022-23							
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9						
		A	B	C	D	E	F	G

1	Purpose
1.1	To provide members with the first quarter performance for fiscal year 2022-23.

2	Background
2.1	The Quarterly Performance report provides key performance indicators (outlined for Service Delivery Committee (SDC) in the Performance Management Framework). These may be national, or Service Delivery Area level dependant on the indicator in question.
2.2	The Report is reflective of the KPIs that the Performance Management Framework 2021 requires be submitted to SDC Committee.

3	Main Report/Detail
3.1	Six KPI targets achieved; 8 KPI targets missed.
3.2	Operational demand across the quarter is one per cent lower than 2021-22.
3.3	Versus 2021-22 fires down 16 per cent; False alarms up nine per cent; Non-fire (Special Service) up three per cent. Assist other agencies and effect entry exit marginally lower.
3.4	Fire fatalities are the same as first quarter 2021-22 (12).
3.5	Fire casualties reporting 35 per cent lower than 2021-22 however quality of casualty information in fire reports currently under review.
3.6	No substantial change in call handling or response times.
3.7	Retained availability at 74 per cent, Wholetime availability at 95 per cent.
3.8	The report summarises performance identified within the Performance Management Framework 2021 for the attention of the SDC and covers the first quarter performance for fiscal year 2022-23.
3.9	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.

4	Recommendation
4.1	Members are asked to scrutinise the contents of this report.

5	Core Brief
5.1	Not applicable

6	Appendices/Further Reading
6.1	Appendix A: Quarterly Performance Report Q1 2022-23.

7	Key Strategic Implications	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**
Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	

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

Governance Route for Report	Meeting Date	Report Classification/ Comments
Senior Management Board	*17 August 2022*	*For Noting*
Service Delivery Committee	*30 August 2022*	*For Scrutiny*

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.

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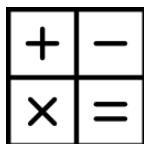
KPIs

Q1 in summary

Overall **operational activity** through the first quarter of the year showed **minimal change** to 2021-22 with a **one per cent reduction in attendance**. The three-year average shows no change against the previous three-year average.

Fires returned to a **similar level** seen in **2018-19, 2019-20** and **2020-21**. This was **16 per cent lower than** the first quarter of **2021-22**.

False alarms were **nine per cent higher than** the same period of **2021-22** with the **long-term trend remaining flat**. Activity recorded this quarter exactly matched the first quarter of 2009-10.

Non-fire (**Special Service**) incidents **continues to rise year-on-year** with the first quarter of **2022-23 the highest on record** (2009-10) and was **three per cent higher than 2021-22**.

Fire fatalities (12) equalled the previous first quarter however **fire casualties** currently reported are **35 per cent lower than 2021-22**. The current **total of 99 is expected to increase** with quality assurance checks for the period on-going and recording errors being identified.

Call handling times remain unchanged from the previous first quarter and lower than the previous fourth quarter.

Response times have increased by less than 2 seconds versus first quarter 2021-22 and 4 seconds versus the previous fourth quarter.

Contents

V1.1

Indicators - With target

PBIID	PMF indicator	RAG	Objective	Target	Curr 3-yr ave.	2022-23	2021-22	2020-21
1.01	Number of fires in non-domestic (ND) buildings	🟠	Reduce based on 3-year moving average	370	370	414	373	323
1.02	Deliberate primary fires	🟢	Reduce based on 3-year moving average	750	740	719	767	733
1.04	Number of refuse and vehicle fires	🔴	Reduce by 10% based on moving 3-yr average	2571	2747	2686	3119	2435
1.05	Number of Unwanted Fire Alarm Signals (UFAS) incidents attended in non-domestic (ND) buildings	🔴	Reduce based on 3-year moving average	5625	5655	6798	5747	4421
1.06	Number of accidental dwelling fire fatalities	🔴	Zero fatalities	0	9	8	10	10
1.07	Fire fatalities by type of incident	🔴	Reduce based on 3-year moving average	12	13	12	12	16
1.08	Number of accidental dwelling fire casualties (excluding precautionary checks)	🟢	Reduce by 3% based on moving 3-yr average	131	115	67	129	148
1.09	Fire casualties by type of incident	🟢	Reduce based on 3-year moving average	190	156	99	168	201
1.1	Number of Home Fire Safety Visits conducted	🟢	Increase based on previous year	8911	7054	10151	8910	2102
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	🔴	Increase based on moving 3-year average	4026	3217	4053	4693	906
2.07	Number of accidental dwelling fires of high severity	🔴	Reduce by 5% based on moving 3-yr average	69	77	79	75	78
2.071	Number of accidental dwelling fires of medium severity	🟢	Reduce by 3% based on moving 3-yr average	493	478	430	518	486
2.072	Number of accidental dwelling fires of low severity	🟢	Reduce based on 3-year moving average	493	473	440	466	513
2.09	Availability of RDS Crews	🔴	Increase by 3% based on moving 3-yr average	88	82	74	81	92
2.1	Wholetime Appliance Availability	🔴	0.95	95	97	95	98	99

Indicators - No target

ID	PMF indicator	Curr 3-yr ave.	2022-23	2021-22	2020-21
1.12	Number of Road Traffic Collisions (RTCs) attended	372	457	422	238
2.01	Total number of incidents attended	23960	24895	25262	21723
2.03	Number of incidents attended at the request of other agencies	309	315	345	267
2.04	Number of effect entry or exit incidents attended	982	1058	1062	826
2.05	Number of non-refuse secondary fires	3885	3492	4701	3463
2.11	OI inspections carried out	609	821	764	241
2.12	Number of audit actions arising from Ops Assurance process	13	28	6	6
2.13	Number of Hydrant inspections carried out	3132	4056	4407	932

Indicators - No target

ID	PMF indicator	2022-23	2021-22	2020-21
2.07	Call handling times (East SDA)	1.27	1.30	1.27
2.07	Call handling times (North SDA)	1.65	1.77	1.75
2.07	Call handling times (West SDA)	1.25	1.20	1.20
2.07	Call handling times by Service Delivery Area	1.30	1.30	1.32
2.06	Response times (East SDA)	8.48	8.50	8.30
2.06	Response times (North SDA)	9.32	9.28	8.80
2.06	Response times (West SDA)	7.63	7.65	7.60
2.06	Response times by Service Delivery Area	8.18	8.15	8.00

V1.1

Our collaborative and targeted prevention and protection activities improve community safety and well being, and support sustainable economic growth

Strategic Outcome 1 in summary

Home Fire Safety Visits continue to **increase quarter on quarter** after the difficult period experienced during the pandemic. Total **visits conducted** were **14 per cent higher than 2021-22**.

Visits carried out **to high risk groups** were **14 per cent lower** than **2021-22** and **missed target by 20 per cent**.

Nationally, UFAs incidents **increased 18 per cent against the previous year** but **missed target by less than one per cent**. Activity in one city area was 36 per cent higher than the previous year with half of all local senior officer areas experiencing increases greater than 20 per cent.
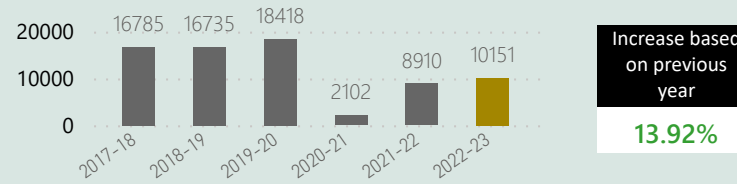
Non-domestic building fires increased against 2021-22 however, it shows a **zero per cent change against the three-year average** and the **long-term trend continues to show a reduction in activity**. **Nine of the 14 local senior officer areas** (predominantly large urban) show they are **achieving rate reductions against the three-year average.**
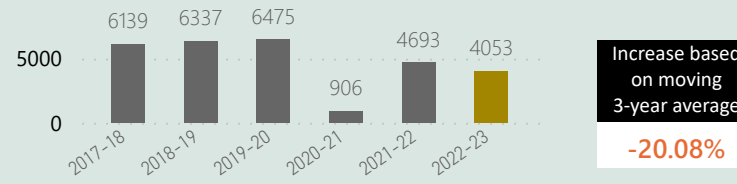

We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing

How effective are we at enhancing community safety and wellbeing?

Number of Home Fire Safety Visits conducted

Year	Value
2017-18	16785
2018-19	16735
2019-20	18418
2020-21	2102
2021-22	8910
2022-23	10151

Increase based on previous year
13.92%

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

Year	Value
2017-18	6139
2018-19	6337
2019-20	6475
2020-21	906
2021-22	4693
2022-23	4053

Increase based on moving 3-year average
-20.08%

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 extend are we reducing Unwanted Fire Alarm Signals?

Number of Unwanted Fire Alarm Signals (UFAS) incidents attended in non-domestic (ND) buildings

Year	Value
2017-18	6454
2018-19	6929
2019-20	6706
2020-21	4421
2021-22	5747
2022-23	6798

Reduce based on 3-year moving average
0.55%
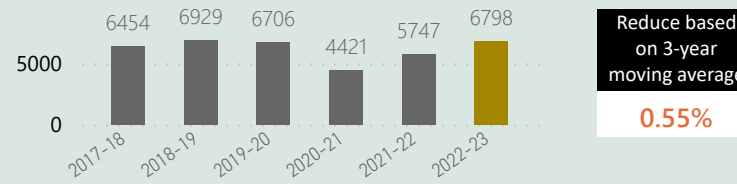
We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth

How effective are we at protecting our built environment?

Number of fires in non-domestic (ND) buildings

Year	Value
2017-18	434
2018-19	447
2019-20	414
2020-21	323
2021-22	373
2022-23	414

Reduce based on 3-year moving average
0.00%
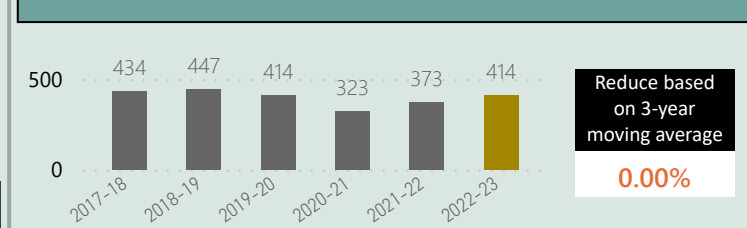
Fire Safety Audits Completed

Year	Value
2017-18	1835
2018-19	1735
2019-20	1359
2020-21	224
2021-22	1050
2022-23	1466
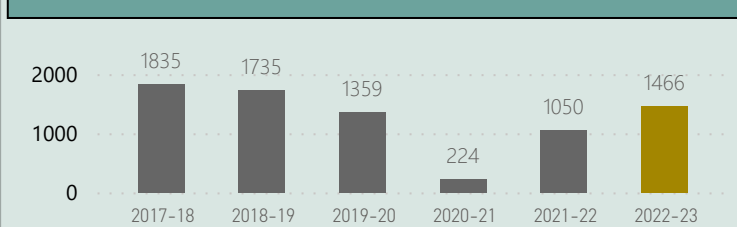
'Low' and 'medium' severity fires have been moved to Strategic Outcome 2 (How effective and efficient is our emergency response?) with 'high' severity fires

V1.1

PERFORMANCE MANAGEMENT FRAMEWORK 2021

Our collaborative and targeted prevention and protection activities improve community safety and well being, and support sustainable economic growth

4

Strategic Outcome 1 in summary (cont.)

12 fire fatalities were recorded during the **first quarter** representing **no change** from **2021-22**. The fatalities recorded does reflect as an **11 per cent increase against the three-year average**.

Fire casualties are currently reporting at an **all time low.** There is concern around the quality of the data contained in fire reports involving dwelling properties and is currently under review to establish a more accurate position. Evidence suggests that '**fire casualties**' and 'fire casualties in accidental dwelling fires' **will increase once all quality assurance checks are complete.**

Deliberate primary fires are currently **achieving target by one per cent.** Figures reported at present show the **second lowest rate of incidence in the last six years**.

Refuse and vehicle fires has achieved a **reduction** against the three-year average (**four per cent**) but not against the stated target of ten per cent reduction from the previous three-year average (2,856 minus 10% = 2571). The **first quarter of 2022-23 remains 7 per cent off target**.

Road traffic collisions were again **higher than the previous first quarter** but likely still reflect societal changes resulting from Covid. With a high proportion of people still working from home, **incidents remain lower than the three years prior to the pandemic**.

We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

How effective are our prevention and protection activities?

Fire fatalities by type of incident
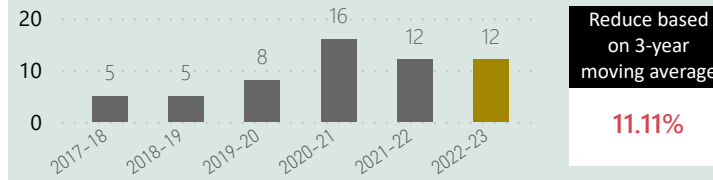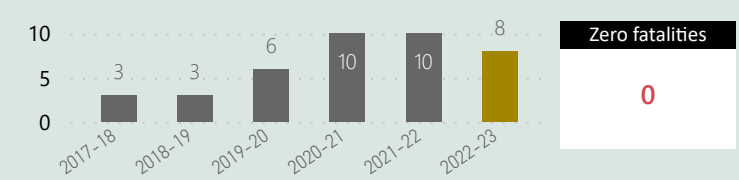
Reduce based on 3-year moving average
11.11%

Number of accidental dwelling fire fatalities

Zero fatalities
0

Fire casualties by type of incident

Reduce based on 3-year moving average
-17.89%

Number of accidental dwelling fire casualties (excluding precautionary checks)

Reduce by 3% based on moving 3-yr average
-12.65%

Deliberate primary fires

Reduce based on 3-year moving average
-1.33%

Number of refuse and vehicle fires

Reduce by 10% based on moving 3-yr average
6.85%

Number of Road Traffic Collisions (RTCs) attended

Monitor
457

V1.1
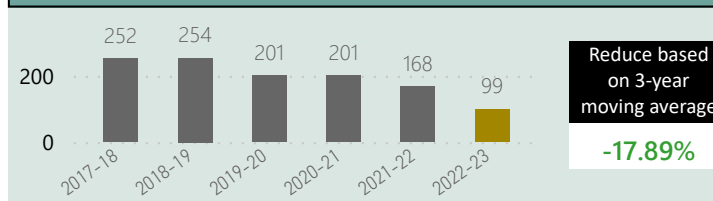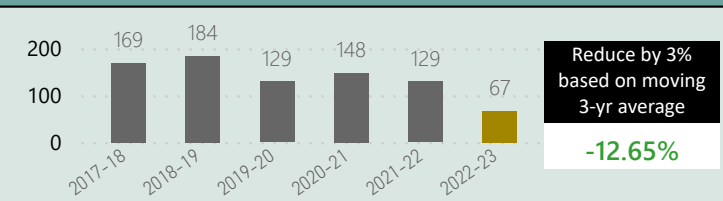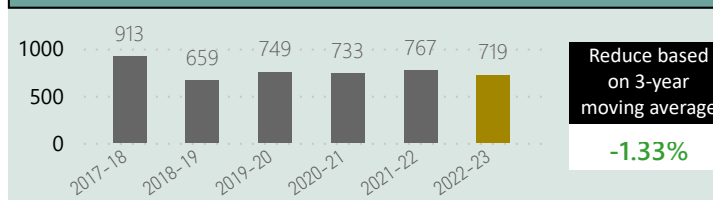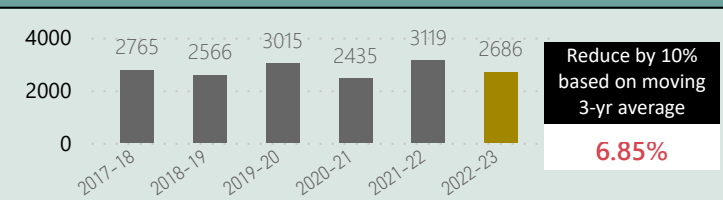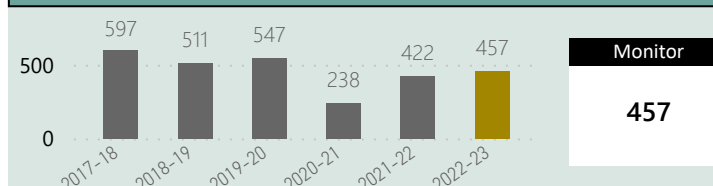
Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland

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

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 effective and efficient is our emergency response?

Number of accidental dwelling fires of low severity

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
567	525	501	513	466	440
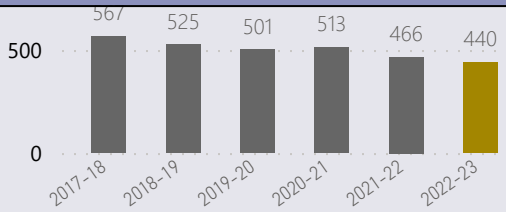
Reduce based on 3-year moving average
-4.12%

Number of accidental dwelling fires of medium severity

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
527	566	520	486	518	430
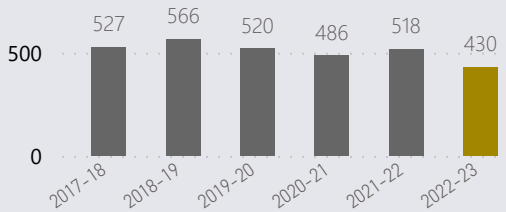
Reduce by 3% based on moving 3-yr average
-5.91%

Number of accidental dwelling fires of high severity

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
63	79	65	78	75	79
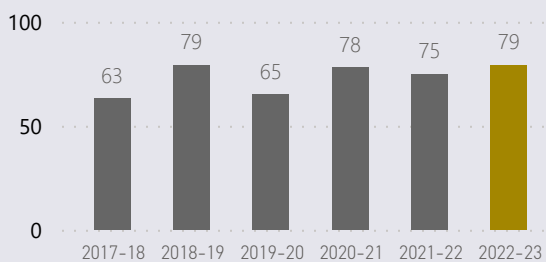
Reduce by 5% based on moving 3-yr average
6.42%

How will we demonstrate we are more flexible?

Q1 only

Top 10 incident types	Total
01. False Alarm (UFAS) (27.3%)	6798
02. Outdoor Fire (14.2%)	3546
03. False Alarm (Dwelling) (13.7%)	3409
04. Refuse Fire (9.0%)	2229
05. False Alarm (Good Intent) (8.4%)	2092
06. Special Service - Effecting entry/exit (4.3%)	1079
07. Dwelling Fire (4.3%)	1059
08. Other Primary Fire (2.1%)	534
09. Other Building Fire (2.1%)	530
10. Vehicle Fire (2.0%)	507

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 though improved 3C arrangements?

Call handling times by Service Delivery Area

Median call handling times (mins)

| Fsc Year	Call handling times	Call handling times (East)	Call handling times (North)	Call handling times (West)
2022-23	1.30	1.27	1.65	1.25
2021-22	1.30	1.30	1.77	1.20
2020-21	1.32	1.27	1.75	1.20
2019-20	1.25	1.22	1.62	1.15
2018-19	1.27	1.27	1.60	1.15
2017-18	1.12	1.22	1.40	1.00

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

Number of Hydrant inspections carried out

2019-20	2020-21	2021-22	2022-23
4646	932	4407	4056
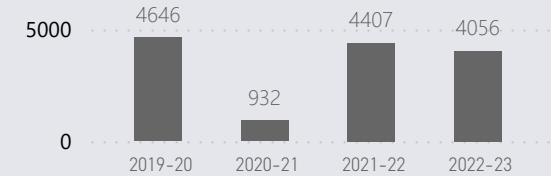
Monitor
4056

OI inspections carried out

2018-19	2019-20	2020-21	2021-22	2022-23
379	464	241	764	821
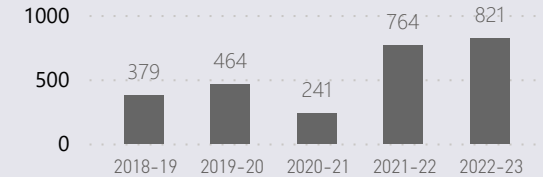
Monitor
821

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?

Availability of RDS Crews %

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
85	83	82	92	81	74

Wholetime Appliance Availability %

2018-19	2019-20	2020-21	2021-22	2022-23
98	97	99	98	95

V1.1

PERFORMANCE
MANAGEMENT
FRAMEWORK 2021

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

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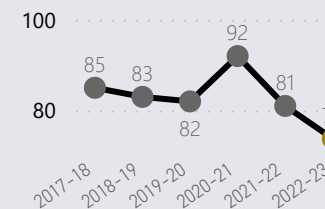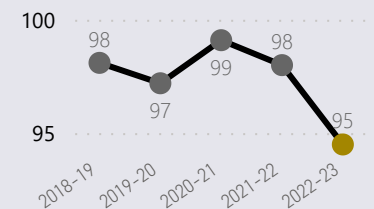
Strategic Outcome 2 in summary

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

Low severity fires have more **consistently achieved target across each quarter for the last 5 years** when compared to the changes in 'medium' and 'high' severity fires. **Medium severity fires** have **achieved target** each quarter **since second quarter 2020-21** and **high severity has not achieved the five per cent target reduction in the last four years**.

In the **first quarter of 2022-23**, fires of this nature were 25 per cent lower (950) **than 2015-16** (1,260). Proportionately, **low severity fires are 46 per cent** of all accidental dwelling fires (ADFs), down from 50 per cent in 2015-16. **Medium severity fires are 45 per cent** up one per cent from 2015-16, and **high severity fires are eight per cent** of all ADFs up from six per cent in 2015-16.

Retained crewing availability is currently at its lowest (**74 per cent**) for a number of years with availability ranging from **78 per cent in West** SDA to **67 per cent in East** SDA.

There is no significant change in call handling or response times to report.

Non-fire (Special Service) incidents have **marginally increased** against the previous quarter but there has been a **slight reduction** in both **effecting entry/exit** and **assistance to other agencies**. Small changes in the other 20 sub-categories of this incident type are responsible for the increase, but **no other substantial change was identified**.

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

Response times by Service Delivery Area

Median response times (mins)

Fsc Year ▼	Response times	Response times (East)	Response times (North)	Response times (West)
2022-23	8.18	8.48	9.32	7.63
2021-22	8.15	8.50	9.28	7.65
2020-21	8.00	8.30	8.80	7.60
2019-20	7.90	8.20	8.90	7.40
2018-19	7.80	8.10	8.85	7.30
2017-18	7.60	8.20	8.40	7.00

Number of non-refuse secondary fires

Monitor
3492

Number of incidents attended at the request of other agencies

Monitor
315

Number of audit actions arising from Ops Assurance process

Monitor
28

Number of effect entry or exit incidents attended

Monitor
1058

V1.1

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.

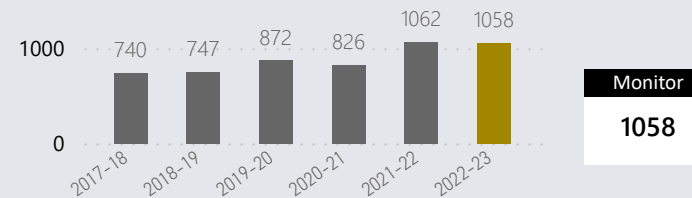| Entry	What it means
FSE, FSO	Fire Safety Enforcement, Fire Safety Enforcement Officer
HFSV	Home Fire Safety Visit
IRS	The National Incident Recording System, developed on behalf of the UK Government's Home Office.
KPI	Key Performance Indicator
LSO	Local Senior Officer. An officer who has responsibility 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

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/24-22

Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE
Meeting Date:	30 AUGUST 2022
Report Title:	INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS

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

1	Purpose
1.1	The purpose of the report is to provide the Service Delivery Committee (SDC) with an update on the following audit and inspection action plans: • Provision of Operational Risk Information • Planning and Preparedness for Covid Update • Fire Safety Enforcement • Local Area Inspections (LAI) National Recommendation Action Plan
1.2	There are no closing reports to consider for this reporting period.

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

3	Main Report/Detail
3.1	The SDC is presented with the current Audit and Inspection Overview Dashboard, attached as **Appendix A**, for noting. This provides high level details of all actions plans.
3.2	Summarised updates on each of the individual Action Plans that have been scrutinised by the Senior Management Board in June 2022 and August 2022 are noted below.
3.3	There are no closing reports to consider as part of this update.

3.4	**Operational Risk Information**
3.4.1	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 **Appendix B**.
3.4.2	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.
3.4.3	Progress this quarter has been limited and no further recommendations have been completed within the reporting period.
3.4.4	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.
3.4.5	The overall RAG rating for this action plan remains **red** 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).
3.5	**Planning and Preparedness for Covid-19 Update**
3.5.1	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.
3.5.2	The Action Plan was agreed by the Strategic Leadership Team in April 2021 and is attached as **Appendix C**.
3.5.3	The Plan contains a total of 15 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.
3.5.4	To date, 10 actions have been completed, one within the reporting period. The remaining 5 actions are progressing steadily, with three of them marked green and two marked amber. Those that are amber are progressing however have slipped from their original timescales.
3.5.5	The overall RAG rating for this action plan is **green** and is noted as 93% complete (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
3.6	**Fire Safety Enforcement Action Plan**
3.6.1	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 **Appendix D**.
3.6.2	The completion of 18 actions has already been agreed – these are shaded grey and do not need further scrutiny. One action (9.1) has been marked void as it has been merged with 6.2 following SMB approval in March 2022. SDC members are asked to scrutinise the remaining action and the updates given.

3.6.3	The remaining action (6.2) remains at red as there has been no agreed timescale apportioned for the work to be undertaken. Work is continuing to progress 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.
3.6.4	The overall RAG rating for this action plan remains red due to the slip in timescale. The action plan is noted as 96% complete to-date.
3.7	**Local Area Inspections (LAI) National Recommendation Action Plan**
3.7.1	Local Senior Officers (LSO) have responsibility for the preparation and progress of action plans associated with LAIs. Any national recommendations arising from a LAI, i.e. those that cannot be actioned locally by the LSO, are captured within this action plan. See **Appendix E.**
3.7.2	SDC are not required to scrutinise LAI action plans.
3.7.3	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.
3.7.4	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.
3.7.5	The remaining action pertains to the Midlothian Local Area Inspection.
3.7.6	The overall RAG rating for this action plan has changed from green to amber due to the slip from the original timescale caused by other work commitments.
3.7.7	The action plan is noted as 90% complete to-date.
3.7.8	SDC are also asked to note that we have received notice of an HMFSI draft Local Area Inspection Report for the Argyll & Bute 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.
4	**Recommendation**
4.1	The SDC is invited to: • Scrutinise the progress of all action plans as presented in the audit and inspection dashboard, attached as **Appendix A**. • Scrutinise the Provision of Operational Risk Information action plan, attached as **Appendix B**, and raise any concerns with the update provided. • Scrutinise the Planning and Preparedness of Covid action plan, attached as **Appendix C**, and raise any concerns with the update • Scrutinise the Fire Safety Enforcement action plan, attached as **Appendix D** and raise any concerns with the update provided. • Scrutinise the Local Area Inspection National Recommendations action plan, attached as **Appendix E**, and raise any concerns with the update provided.
5	**Core Brief**
5.1	Not applicable

6	Appendices/Further Reading
6.1	Appendix A - Audit and Inspection Dashboard
6.2	Appendix B - Provision of Operational Risk Information Action plan
6.3	Appendix C - Planning and Preparedness for Covid Review Action Plan
6.4	Appendix D - Fire Safety Enforcement Action Plan
6.5	Appendix E – Local Area Inspection National Recommendations Action Plan

7	Key Strategic Implications	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**

Prepared by:	Kirsty Jamieson, Planning and Performance Officer
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values

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

Governance Route for Report	Meeting Date	Report Classification / Comments
Senior Management Board	*15 June 2022*	*For recommendation (Fire Safety Enforcement and Local Area Inspection)*
Senior Management Board	*17 August 2022*	*For recommendation (Operational Risk Info and Covid 19)*
Service Delivery Committee	*30 August 2022*	*For scrutiny (Operational Risk Info and Covid 19 Update)*

Audit and Inspection Overview Dashboard

APPENDIX A

Audit Scotland Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	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	0	2	99.8%	Red

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	On Hold	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	0	2	4	0	0	100%	Closed
Jul-17	Operations Control Dundee and Highlands and Islands Support	SDC	Dec-20		24	May-20	N/A	0	0	0	24	0	0	0	0	0	100%	Closed
Jan-18	Fire Safety Enforcement	SDC	Mar-20	Dec-21	21	May-22	Aug-22	0	1	0	18	0	0	0	0	1	96%	Red
Feb-19	Provision of Operational Risk Information	SDC	Mar-22		25	May-22	Aug-22	0	5	0	20	0	0	0	0	0	91%	Red
May-19	Management of Fleet and Equipment	SDC	Mar-22		38	May-22	Aug-22	0	0	0	32	0	0	6	0	0	100%	Green
Mar-20	Training of RDS Personnel	SGC	Mar-23		31	May-22	Aug-22	0	5	5	21	0	0	0	0	0	94%	Green
Aug-20	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	0	100%	Green
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26		16	May-22	Aug-22	0	5	0	10	0	0	0	0	0	93%	Green
Mar-21	Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	Green
Apr-22	Health and Safety (still to be presented to SMB & Committee)	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

HMFSI Local Area Inspection Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
N/A	Local Area Inspection National Recommendations	SDC	N/A	N/A	10	Jun-22	Sep-22	0	2	0	9	0	0	0	0	0	90%	Amber
Feb-20	Dumfries and Galloway	N/A	Jun-21	N/A	12	Jun-22	Sep-22	0	4	0	7	0	1	0	0	0	100%	Green
Jun-20	Edinburgh City	N/A	Apr-21	N/A	11	Jun-22	Sep-22	0	5	0	0	0	6	0	0	0	100%	Green
May-21	Midlothian	N/A	Mar-22	Mar-23	7	Jun-22	Sep-22	0	1	0	6	0	0	0	0	0	85%	Amber
Dec-21	Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	-	Sep-22	0	6	0	0	0	0	0	0	0		TBC

HMFSI PROVISION OF OPERATIONAL RISK INFORMATION - ACTION PLAN PROGRESS

Updated	Next Update
Aug-22	Nov-22

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

20%
80%
- In Progress - Complete

In Progress RAG Rating

Red	Amber	Green
4	0	1

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	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 ESN Connect project. Completed design and recommendations currently estimated to be available for consultation in early July 2022. This action remains at red due to the slip in timescales. **17 AUGUST 2022: In Vehicle Solutions project working in conjunction with Emergency Services Network Connect project. Documentation being prepared for August Digital Board meeting to present recommendations. This action remains red due to the slip in original timescales.**	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	18 May 2022: Work is progressing steadily. This action remains green as all SFRS activities will be in place prior to implementation. **17 August 2022: SFRS continue to pursue the ESN Connect Data only option, this will provide networked data to 724 fire appliances, funding of £3.3m is under review by the Programme and the Scottish Government 1/3-2-3 funding split. If funding provided, this has a transition commencement of Autumn 2023. ESN Connect will be delivered by the R5 as a modem linked to the on board Operational Intelligence Tablet. This action remains green as work is progressing and on track.**	25%		**Green**	ESMCP Board papers
1. Implement review of the sustainability of existing MDTs. 2. Develop a process that enables the tablet to be connected to the mobilising system. 3. Ensure the new mobilising system has the capability to provide crews quick access to SRRI.	1.4, 2.4, 3.4	Apply for an Airwave Code of Connection.	Sandra Fox, Head of ICT	Mar-20	**Jun-22**	In Progress	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 ESN Connect project. Completed design and recommendations currently estimated to be available for consultation in early July 2022. This action remains at red due to the slip in timescales. **17 AUGUST 2022: In Vehicle Solutions project working in conjunction with Emergency Services Network Connect project. Documentation being prepared for August Digital Board meeting to present recommendations. This action remains red due to the slip in original timescales.**	60%		**Red**	Digital Steering Group and SLT Papers June 2020. In vehicle solution project Board papers.
4. In the short term the type of risk information held on the tablets should be increased to provide at least the same level of information and functionality as that of the former legacy services systems, as shown on table 4.	4.1	Integrate Vehicle Risk Information onto Tablet.	ICT/SD	Mar-20	Nov-22	In Progress	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 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. **17 August 2022: The GETAC tablets still remain a concern and ICT are continuing to try and solve issues regarding their limited flexibility and restrictions. ICT have scheduled in a completion date of Oct/Nov 2022 for this work and they continue to keep SFRS management informed of all pertinent developments. 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. This action remains red due to the slip in original timescales.**	85%		**Red**	Operational Intelligence Work Plan. In vehicle solution project Board papers.

		Action	Lead	Start	End	Status	Update	%	Date	RAG	Evidence
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	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. This action remains at red due to the slip in timescales. **17 August 2022: In Vehicle Solutions project working in conjunction with Emergency Services Network Connect project. Documentation being prepared for August Digital Board meeting to present recommendations. This action remains red due to the slip in original 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.	GM D Murdoch	May-19		Complete		100%		✓	Process implemented with TED to embed use of OI in Incident Command courses and collate feedback.

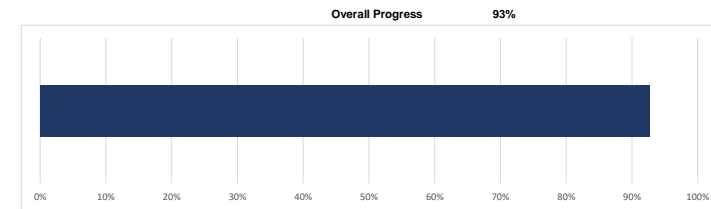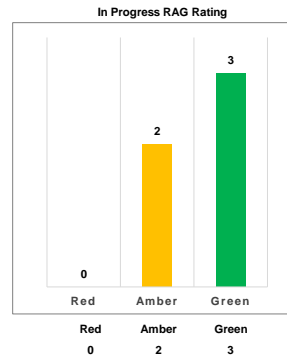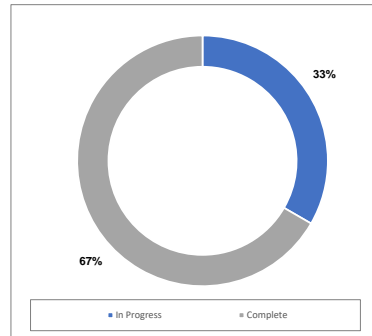|									
7. The Service should ensure, where possible, that there is suitable Wi-Fi connection at all stations in Scotland to ensure that the tablet devices are updated on a regular basis. The system should also include an automatic update function to ensure that there is no reliance on a manual update carried out by crews at stations.	7.1	Continue to roll out Wi-Fi in line with agreed Project Plan.	Neil Dutton	Aug-19		Complete		100%	✓	Project Plan to roll out Wi-Fi is complete with the exception of two stations. These will be managed as BAU.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.1, 9.1	Carry out a review of OI structure and produce options appraisal.	GM D Murdoch	Mar-20		Complete		100%	✓	Paper prepared and meetings held with HRA is relation to job evaluations.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.2, 9.2	Carry out SDA impact assessment and act on findings.	SM Marc Pincombe	Sep-19		Complete		100%	✓	SDA impact assessments completed in May, Awaiting outcomes of Policy Review.
8. The Service should consider the capacity and remit of the OIO team and other personnel involved in the OI process such as operational personnel. 9. The OIO team should be competent to carry out their role.	8.3, 9.3	Embed and evaluate OIO training plan.	Kenny Fraser	Sep-19		Complete		100%	✓	OIO training plan has been embedded and evaluated.
10. The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.	10.1	Collate, share and evaluate Best Practice in relation to mainstreaming OI.	GM D Murdoch	Sep-19		Complete		100%	✓	Engagement carried out in all LSO areas to share OI mainstreaming best practice.
10. The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway LSO areas, to enhance OI capacity within RDS fire stations.	10.2	Ensure OI is considered within RDS working Group.	GM D Murdoch	Sep-19		Complete		100%	✓	OI information shared with Senior Responsible Officer leading RDS Project.
11. The Service should consider methods of improving the culture of utilising ORI at incidents and should monitor its use by adding specific questions or sections on the use of ORI by incident commanders to its OA policies.	11.1	Embed Operational Intelligence into Operational Assurance processes.	GM Fraser Simpson	May-19		Complete		100%	✓	OA processes have been developed to incorporate OI into the OA process.
11. The Service should consider methods of improving the culture of utilising ORI at incidents and should monitor its use by adding specific questions or sections on the use of ORI by incident commanders to its OA policies.	11.2	Explore opportunities to further embed OI use during Incident Command Training.	AM Andy Watt	May-19		Complete		100%	✓	Agreed process in place wit TED to embed the use of OI into Incident Command courses and collate feedback.
12. The Service should carry out a review of the premises or sites that it has SSRI for. The review should focus on the areas that have comparatively low numbers of premises on the OI database. The plans in the initial stages for the new system do not focus on the creation of records for previously unidentified premises. In particular, we believe a focus on the low number of premises in the City of Edinburgh is required.	12.1	Develop Site Specific SOP template.	SM Marc Pincombe	Jul-19		Complete		100%	✓	Site Specific SOP template developed and tested in exercises and for a real incident within the Grangemouth complex.
12. The Service should carry out a review of the premises or sites that it has SSRI for. The review should focus on the areas that have comparatively low numbers of premises on the OI database. The plans in the initial stages for the new system do not focus on the creation of records for previously unidentified premises. In particular, we believe a focus on the low number of premises in the City of Edinburgh is required.	12.2	The OI team will target resources within LSO Areas requiring assistance on a risk based approach.	Jennifer Henderson	Jul-19		Complete		100%	✓	LSO planning meetings have been carried out and OI resources have been allocated on a risk-based approach,

13. The Service should progress the data sharing with partners which is planned as part of the Service's Digital Strategy. This includes access to relevant risk information from key partners where that information would assist operational crews.	13.1	Continue to explore data sharing opportunities with partner agencies.	GM D Murdoch	Oct-19	Complete		100%	✓	Partner working in place and will continue with Forestry Commission and SEPA.
14. The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland	14.1	Agree, sign off and implement MOUs to support OI.	GM D Murdoch	Jan-19	Complete		100%	✓	MOU complete and signed off by ACO.
In 2015, we recommended that the SFRS should strengthen the use of an option appraisal and evaluation approach in resource planning. We now further recommend that the Service should embrace the appraisal and evaluation principles set out in the Scottish Public Finance Manual in its project work. In particular, there should be agreed methods of evaluation, including end user feedback and details on how the evaluation will shape the direction and content of a project as it progresses	15.1	Ensure Business Case process is robustly followed and evaluated.	AM I McMeekin	Jan-19	Complete		100%	✓	Business case guidance has been produced by FCS and continues to be followed and evaluated.

HMFSI Update report on planning and preparedness for Covid-19 - ACTION PLAN PROGRESS

Updated	Next Update
Aug-22	Nov-22

Status	Count
Not Started	0
In Progress	5
Deferred	0
Complete	10
On Hold	0
Transferred	0
Cancelled	0
Moved to BAU	0
Void	0

33%

67%

■ In Progress   ■ Complete

In Progress RAG Rating

	Red	Amber	Green
	0	2	3

Overall Progress   93%

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
The availability of staff to crew appliances along with the introduction of bubbles/clusters has meant that normal crew levels cannot always be achieved, and reduced crewing across more areas of the business have been forced upon the Service. The impact of these changes should be evaluated by the SFRS to identify potential organisational benefits and risks.	3.2.11	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package. (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		Complete	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. **17 August 2022: The SFRS maintain oversight on current challenges to operational availability through the STAG which ensures continual oversight and review on 5WDS appliance availability. The benefits and risks of applying reduced crewing levels form part of the various reporting processes such as STAG updates, Operational Assurance Group papers, KPI returns, appliance availability reports etc. and risks will be captured via SFRS reporting mechanisms i.e. Health & Safety reports, Operational Assurance returns and Risk Registers. Given these challenges are now influenced more by the impact of the McLoud remedy on the Firefighter Pension Scheme than COVID recovery, this action will extend beyond COVID recovery measures, the intent of this action is now well embedded in staffing management related activity as business as usual. The Action is now closed.**	100%		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	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. **17 August 2022: The focus of the implementation group has been on communication and engagement plans. The draft plan, developed by the Comms & Engagement sub group was approved by the Unwanted Fire Alarm Signal review board and presented to Service Delivery Committee and Service Delivery Model Programme for information. The starting point for the plan will be internal and external surveys to establish knowledge and awareness levels. The outcomes of these will inform the content of presentations to internal and external partners. Internal engagement will be prioritised first, followed by a large, external broadcast event to dutyholders which will be recorded and uploaded to SFRS website for all dutyholders to refer to for assistance and guidance. 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.	Andrew Girrity	1st Stage: Oct 23 - May 26		In Progress	18 May 2022: CRIM continues to be developed, despite some project resourcing challenges, the project remains on schedule within current SDMP timelines. This action remains green. **17 August 2022: Development of the Community Risk Index Model is ongoing with the current focus on incorporating additional risk from the built and natural environments. Once complete, it is anticipated this will inform verification of existing operational resources and further assessment of any required realignment to community risk and demand. This action remains green and on track.**	60%		Green	

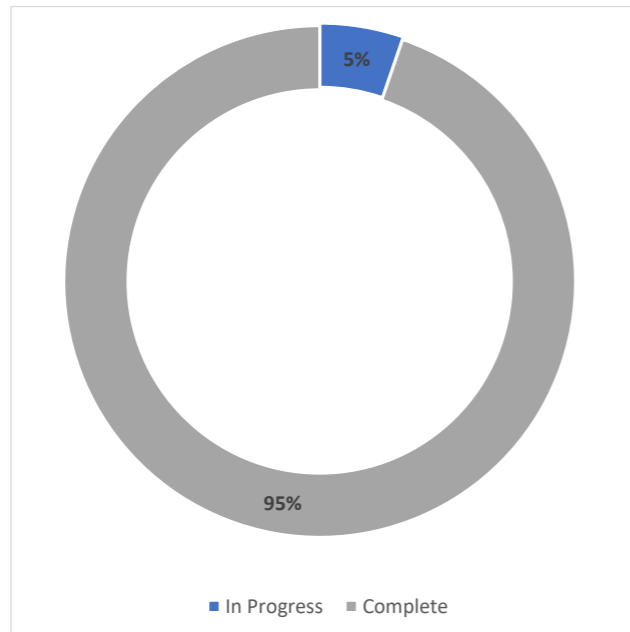| Description	Ref	Action	Owner	Original Due	Revised Due	Status	Update	%	Completed	RAG	Links
The SFRS should ensure that the more rural parts of the country are not deprived of investment as these are areas that will assist the organisation increase performance.	3.2.15	No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.	Andrew Girrity	1st Stage: Oct 23 - May 26		In Progress	18 May 2022, CRIM continues to be developed, despite some project resourcing challenges, the project remains on schedule within current SDMP timelines. This action remains green. **17 August 2022: Development of the Community Risk Index Model is ongoing with the current focus on incorporating additional risk from the built and natural environments. Once complete, it is anticipated this will inform verification of existing operational resources and further assessment of any required realignment to community risk and demand. This action remains green and on track.**	60%		Green	
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	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. **17 August 2022: The final draft of the report has been reviewed and all amendments completed. The report has been submitted. This action remains amber due to the slip in original timescales.**	95%		Amber	
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	18 May 2022 - Final amendments have been requested prior to submission. 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 following delays. **17 August 2022: The final draft of the report has been reviewed and all amendments completed. The report has been submitted. 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	✔	Board papers 29/04/21 - See Agenda item 12
	3.2.1	Directors to review internal business processes within their respective areas of responsibility and update as necessary.	ACO John Dickie ACO Stuart Stevens ACO Paul Stewart Liz Barnes Mark McAteer Iain Morris	Jun-21		Complete	**11 August 11: This process is being managed via our Agile Working Framework. All recruitment processes are under review and policies will be reviewed to streamline and remove beaurocracy. A number of Directorates have also help workshops to explore relevant matters in relation to staff's work experiences during the pandemic. Workshops considered what worked and did not work in terms of support during the pandemic and the future wishes of staff as the Directorate and Service return to a more 'normal' mode of working . Strategic Planning, Performance and Communications held a Directorate workshop on June 22nd and over 80 team members took part. The findings will be reported at the SPPC Directorate Management Team meeting in August, following which plans will be drawn up in line with relevant corporate directions arising from the Agile Working Framework. Details of this will be reported to both SLT and SMB. This action is complete.**	100%	Dec-20	✔	Agile Working Framework
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	✔	- Training Needs Analysis, - Incident Command Training Report, - Driver Training Report, - Specialist Rescue Training Report, - Work Package 4.1 (Training).

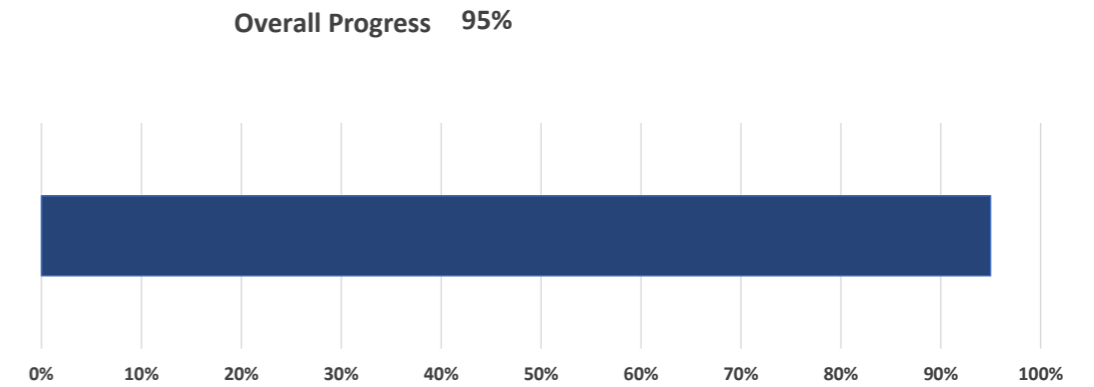|										
We are aware of a number of new innovative and creative ways of working including: Fire Safety enforcement visits being undertaken remotely; delivery of training and assessment within OC and at fire and rescue stations reducing the need for staff to travel and delays in getting staff competent; 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 though 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
		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
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 Vepsish July 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.
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	**18 May 2022:** COVID Risk Rating Framework now completed and COVID-19 and the SFRS Workplace Guidance Handbook 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 09/02/2022 and are to be considered when composing future plans. This action remains green and has now been completed.	100%		✔	Completed Operational Strategy Framework document. SPPC work packages
The SFRS should work with partners to seek how the CAR assets can be accessed and deployed and if a national, regional of 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	**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 is now complete as of 31 March 2022.	100%		✔	

HMFSI Fire Safety Enforcement - Action Plan Progress

	Updated	Next Update
	Jun-22	Sep-22

Status	Count
Not Started	0
In Progress	1
Deferred	0
Complete	18
On Hold	0
Transferred	0
Cancelled	0
Moved to BAU	0
Void	1

5%

95%

■ In Progress ■ Complete

In Progress RAG Rating

Red	Amber	Green
1	0	0

Overall Progress **95%**

HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
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	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.	GM C. Getty	Mar-20	TBC	In Progress	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. 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. **15 June 2022: The NFCC are reviewing how FRSs design their risk based inspection programmes. They aim to develop best practice, framework guidance which should be subject to consultation by the end of the year and published in 2023. It is recognised that current longstanding guidance and frameworks may benefit from a review to take account of weaknesses in the built environment and changing risk. To develop the new framework guidance, two workshops took place in Birmingham over April and May 2022 involving several English FRSs, as well as NIFRS and SFRS. The last workshop is scheduled in for June 22. The first workshop focused on the principles, frameworks and codes which underpin Protection activity. The second examined the different Risk Based Inspection Programmes (RBIPs) currently in use and the key elements for a standardised "blueprint" model. The third workshop will review the effectiveness of protection activity (audits, short audits, checks by ops crews etc) and its contribution to Community Risk Management Plans. This action has been given a red RAG status due to the slip in timescales.**	25%			

1. Fire Safety Enforcement is not fully transparent for duty holders or members of the public. The Scottish Regulators Strategic Code Of Practice requires the Scottish Fire and Rescue Service to publish clear risk assessment methodologies and risk ratings and review these regularly. ✓	1.1	Fire Safety Enforcement Policy Framework detailing the methodologies to be published on the internet site. Work undertaken by Local Senior Officer areas with their Local Enforcement Delivery Plans will also be published here.	GM C.Getty	Sep-19	Apr-21	Complete		100%	Jun-21	✓	https://ihub.firescotland.gov.uk/news/fse-protection-framework-for-scotland-7854/ https://www.firescotland.gov.uk/your-safety/for-businesses/fire-safety-audits.aspx
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	✓	Local Enforcement Delivery Plan Template 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.

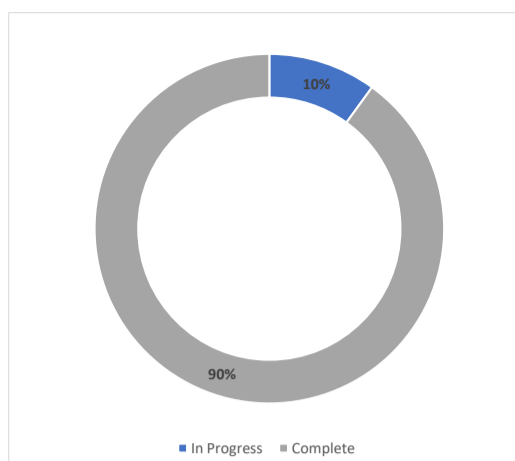| Recommendation	Ref	Action	Owner	Target Date		Status		Progress			✓	Update
7. There is a substantial amount of enforcement effort made in respect of premises which have relatively adequate fire safety measures and/or have low levels of relative risk. The Service should place less emphasis on auditing 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.
9. The terminology used in the SFRS premises risk methodology needs to be changed to improve understanding and remove inconsistency. Specifically the Service should abandon the use of risk band names and generic premises names – both of these currently allow misinterpretation or misunderstanding.	9.1	Scope the potential for categorising premises and risk bands and how risk is calculated. Any change to risk calculations will require extensive supporting evidence and a public consultation. Scope the possibility of reporting by risk levels as opposed to risk bands where considered to remain an appropriate way of categorising risk.	GM C. Getty	Mar-20		Void						This action was merged with 6.2 in March 2022, the new action descriptions states: 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. As such this action has been marked as void.
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-
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 with 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.

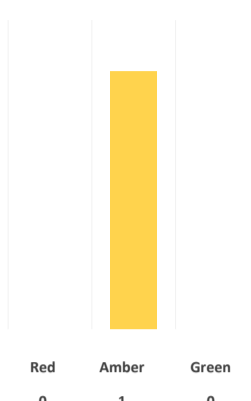|												
14. There is a policy void which offers some risk to the Service. The Service should strengthen and document its policy, and procedures where relevant, in respect of; the other legislation referred to in section 3; the determination of disputes; and Alterations Notices.	14.1	Develop and 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		100%		✓	Consultation with LSOs, legal services and FMT. Procedure document live and available on iHub from 14 January 2022.
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
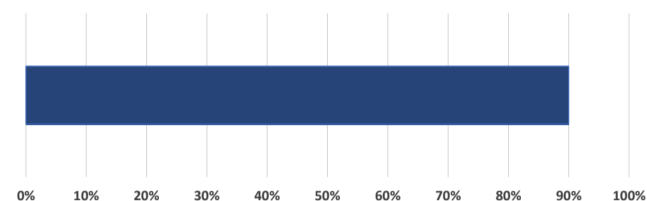
Updated	Next Update
Jun-22	Sep-22

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

Red 0   Amber 1   Green 0

Overall Progress   90%

In Progress   Complete

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	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. **15 June 2022: Initial scoping document and proposal approved by the Asset Management Liaison Board. The Project team now progress now progressing this to next stage.** This action has moved from green to amber due to the slip in original timescale.	15%			
The LSO 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	✔	Fire Safety Modules will soon be available to local Crew Commanders to ensure fire safety enforcement succession is in place. The procurement process is complete and it is anticipated that the training will be delivered in 2021. As succession planning has been identified and training has been procured, It is proposed that this action is marked as complete. As such, it has moved from red to green.
The LSO should, in consultation with colleagues responsible for the MORR policy, assess the impact and appropriateness of the maximum speed policy on drivers in relation to the 20 mph speed limited roads in Edinburgh. (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	✔	Section 20.2.5 of the revised BAPOG issued for familiarisation on 3/3/21 includes amendments.
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.
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)	E 10	Discuss with TED National re the cancellation of the externally provided LGV courses and what the plan is to meet the additional training courses needed.	AC Rogers	Dec-20		Complete		100%	Dec-21	✔	Email trail from GC McCurry dated 24 August 2020. Following analysis carried out between April and September 2018 regarding driver shortages within SFRS, the Training, Safety and Assurance Directorate put together a Business Case for £200k to outsource the CAT C part of the Driver Training Pathway. This business case was successful and training will be delivered accordingly.

Recommendation	Ref	Action	Owner	Target Date		Status	Update	%	Actual Date	✓	
The SFRS should assess the availability of USAR Technician and Instructors courses and address any deficiency in order to ensure the maintenance of USAR personnel competency. (Midlothian LAI)	M4	This recommendation is contained within the Continuous Improvement Programme within the training function. Dalkeith personnel have been allocated instructor programmes and will be supported by a dedicated East USAR trainer.	AC Richie Hall	Nov-21		Complete	15 September 21: Additional USAR Instructors are currently being transferred into the Training Function from Service Delivery. The full structure of the National USAR training team detailed within the Training Continuous Improvement Plan should be in place by November 2021. One of these instructors will be dedicated to the East Service Delivery Area. **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 Specilaist Rescue Training.**	100%		✓	
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)	M5	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.	AC Richie Hall	Sep-21		Complete	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.	100%	Sep-21	✓	

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/25-22

Agenda Item: 8.3

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**30 AUGUST 2022**							
Report Title:	**UNWANTED FIRE ALARM SIGNALS (UFAS) PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	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.

2	**Background**
2.1	Following the completion of a significant consultation exercise the Scottish Fire and Rescue Service (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 exemptions and an extension to the implementation date. The date for implementation is now 1 April 2023
2.3	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; • Policy Review • Performance Measures • Comms & Engagement • Training and Awareness • Configure Mobilising System • ARC Operating Agreements

3	**Main Report/Detail**
3.1	The SFRS is undertaking a 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 each comprising a number of milestone actions. To deliver this plan the desired membership of appropriate sub-groups was identified and shared with SMB members who were asked to nominate appropriate personnel to support the required work.
3.2	The priority of the Preparing for Implementation Working Group (PIWG) has been developing and progressing the communications and engagement plan which was presented to, and agreed by, the project review board on 17 May 2022.

3.3	The communications and engagement sub group has developed a series of milestones to support the delivery of the communications and engagement plan. These include;
	• Create a "New AFA Response Model" webpage that sets out key actions duty holders should be considering to prepare themselves for the new response model.
	• Development of postcards SFRS staff can pass to duty holders that alert them to the pending change and directs them to the webpage mentioned above.
	• Creation of video content that will demonstrate good and bad practices in the workplace in response to a fire alarm activation.
	• Internal survey to assess current staff knowledge and awareness levels.
	• External survey to assess duty holder knowledge and awareness levels.
	• Internal engagement presentations.
	• External duty holder engagement event.
	• Engagement event for alarm receiving centres.
3.4	The outcomes of the surveys referred to will help to shape presentations for both internal and external engagement sessions.
3.5	Internal engagement will commence with presentations to LSO's after which a number of MS Teams presentations will be scheduled to align with each operational watch as well as a session specifically for On-Call staff. This is anticipated to be completed by end of September 2022.
3.6	LSO Briefing Packs will be prepared that will support local engagement opportunities and will include a Powerpoint presentation, speaker notes, key messaging document, FAQ's and a scrutiny committee template report.
3.7	Postcards will be provided for all operational and relevant P&P staff to hand out to duty holders of relevant premises with whom they engage at incidents, audits etc. This will contain a QR code that directs the user to the New AFA Response Model webpage.
3.8	An external duty holder engagement event is scheduled for early October. This will include key members of the internal project team along with external support from relevant partners.
3.9	All work streams are continuing to target 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 Project Review Board receive regular updates from OC via the CCF project to ensure both are closely aligned and dates adjusted to reflect any changes.
3.10	**Financial** 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. The measurable savings achieved through delivery of the new response model will be included within forward reporting measures.
3.11	**Environmental & Sustainability** The environmental benefits achieved, compared against the intended benefits, will be included within forward reporting measures.
3.12	**Workforce** Local, LSO personnel will play an important part in ensuring duty holders are aware of, and prepared for, the new AFA response model. Internal engagement and awareness raising are prioritised in the comms plan to ensure a consistency in promoting key messages during external engagement.

3.13	**Health & Safety** 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.
3.14	**Training** 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. The communications and engagement plan will supplement and support the new response arrangements and training of personnel.
3.15	**Timing** Work to deliver against the milestones has already commenced with all intended to be completed in advance of the current implementation date of 1 April 2023.
3.16	**Performance** Appropriate performance measures will be developed and agreed through an appropriate workstream of the work plan. Progress updates against the work plan will be presented at quarterly SDC meetings.
3.17	**Communications & Engagement** 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.

4	**Recommendation**
4.1	It is recommended that the Service Delivery Committee scrutinise the content of the work plan.

5	**Core Brief**
5.1	Not applicable.

6	**Appendices/Further Reading**
6.1	Appendix A: Preparing for Implementation Work Plan
6.2	Appendix B: Preparing for Implementation Postcards

7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes**

Prepared by:	Scott Symon, Group Commander
Sponsored by:	Ali Perry, Deputy Assistant Chief Officer
Presented by:	David Farries, Assistant Chief Officer, Director of Service Delivery

Links to Strategy and Corporate Values

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

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
UFAS Review Project Board	*18 July 2022*	*For scrutiny*
Service Delivery Committee	*30 August 2022*	*For scrutiny*

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

1	End Date*	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
	Mar-23	Review and revise UFAS policy, in light of changes to AFA response model and recommendations from UFAS Stocktake Review	Oct-21	**Needs Analysis** - 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	**Research** - 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	**Drafting of Policy** - 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	**Consultation** - Potential Engagement with Key staff & Stakeholders - SFRS Formal Consultation process (28 days)			
			Feb-23	**Approval** - Submitted to relevant SFRS Executive Group(s) for approval			

				Implementation & Communication			
			Mar-23	- Set Date for Implementation - Ensure effective communications prior to and following implementation			

	End Date	**Action**	**Due Date**	**Milestone**	**RAG**	**% Complete**	**Milestone Summary**
2	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.**

	End Date	**Action**	**Due Date**	**Milestone**	**RAG**	**% Complete**	**Milestone Summary**
3	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.** **7/7/22 - Plan will not be finalised until definitive Systel implementation date is provided by CCF team to ensure timing of main external event is appropriate.**

| | | | Mar-22 | Produce datasets to support LSO areas manage the released capacity across their RVDS stations in response to retention concerns raised during consultation. | | 100% | 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. | | | |

	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
4	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.		50%	7/7/22 - As part of the communications and engagement plan an internal staff survey commenced on 5 July 2022 which will establish current awareness levels across staff and act, effectively, as a training needs analysis. The outcomes will influence the content and scope of presentations for internal engagement sessions. The survey will be live for 4 weeks.
			Aug-22	Develop a training programme, prioritising staff most affected and targetting areas of training that are key to go live of new AFA response model.		20%	7/7/22 - The internal staff survey will establish a baseline knowedge level upon which training packages and presentations will be designed.
			Mar-23	Complete training programme			

	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
5	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.

	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
			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.	🟩	100%	**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.** **20/6/22 - Further attempts to identify specific points of contact in each ARC have been unsuccessful. The previously established 17 remain the only ARCs to have provided any contact details.**
			Apr-22	Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations.	🟧	25%	**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.	🟩	20%	**1/4/22 - This will form part of overall comms & engagement plan** **7/7/22 - The external engagement plan includes a session tergeted at ARCs, however, ARCs will also be invited to connect into the "all sector" broadcast event planned for October.**
			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.

Note: The yellow footnote text reads: * 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.

Time for Change

Reducing Unwanted Fire Alarm Signals

Our **response** to **unwanted fire alarms** is **changing**

From **1 April 2023**, we will no longer routinely attend all automatic fire alarm (AFA) activations in the workplace, unless you call us to confirm there is an actual fire.

If you require further information or have any queries please email:
SFRS.EnforcementCentre@firescotland.gov.uk

Find out what **your business** or **workplace needs** to do to **prepare** for this **change.**

firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/26-22

Agenda Item: 10

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**30 AUGUST 2022**							
Report Title:	**AN INSIGHT INTO THE CONTENT OF THE SAFE AND WELL SYSTEM**							
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this paper is to provide an insight into the content of the Safe and Well Management System.

2	**Background**
2.1	The Safe and Well (S&W) project is a key Service activity that would support the Scottish Fire and Rescue (SFRS) Strategy with our collaborative and targeted prevention and protection activities, improve community safety and well-being and support sustainable economic growth.

3	**Main Report/Detail**
3.1	The Safe and Well Management System (SWMS) is a modern intuitive ICT system designed to support and manage the requirements of Safe and Well and Home Fire Safety Visits.
3.2	SWMS consists of several elements; main dashboard application, partner referral site and the Progressive Web Application (PWA). These features will, when fully functioning, enable Home Safety Visits to be requested, outcomes captured in real time whilst conducting the visit, and enable referrals and signposting to partner agencies for those individuals who agree to additional support and advice.
3.3	The system will enable reports to be generated for evaluation and performance purposes.
3.4	The PWA is still in the development phase and has not been made available for testing. This is a significant feature of the project as this software enables up-to-date detail to be captured during visits offline (i.e., where there is no 4G/5G signal).
3.5	The attached presentation provides an insight into the operation and methodology of the Safe and Well dashboard and partner site.

4	**Recommendation**
4.1	The Service Delivery Committee are asked to note the content of the presentation.

5	**Core Brief**
5.1	Not applicable

6	Appendices/Further Reading
6.1	Safe and Well system insight. Power point Presentation.

7	Key Strategic Implications	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail** (Section 3. Above)	**Yes/**

Prepared by:	Lynne Gow, Group Commander
Sponsored by:	Alasdair Perry, Deputy Assistant Chief Officer
Presented by:	David Farries, T/Assistant Chief Officer, Director of Service Delivery

Links to Strategy and Corporate Values
SFRS Strategic Plan 2019-2022 Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth. **SFRS Strategic Plan 2022-25 (draft)** Outcome 1: Community Safety and Wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm. Outcome 3: We value and demonstrate innovation across all areas of our work. Outcome 5: We are a thriving organisation, use our resources responsibly and provide value for money to the public. Outcome 7: Community Safety and wellbeing improves as we work effectively with our partners.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Service Delivery Committee	*30 August 2022*	*For information*

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Committee

Report No: C/SDC/27-22

Agenda Item: 10

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**30 AUGUST 2022**							
Report Title:	**DOCUMENT CONVERSION PROJECT**							
Report Classification:	**For Information**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to inform the Service Delivery Committee (SDC) of the progress being made on the Operations Function Document Conversion Project.
2	**Background**
2.1	A Document Conversion Project Team was put in place in January 2021 with the task to convert and streamline the current suite of operational documentation within the Scottish Fire and Rescue Service (SFRS).
3	**Main Report/Detail**
3.1	The aim of the Document Conversion Project is to reduce duplication and collate information that operational staff are required to read, understand and apply, whilst ensuring any documentation developed provides clear and concise information on safety critical risk control measures.
3.2	A presentation will be delivered during the SDC on the Document Conversion Project which will provide further detail on workstreams, project goals, timelines, work completed so far, and current challenges.
4	**Recommendation**
4.1	The Service Delivery Committee are asked to note the content of the report.
5	**Core Brief**
5.1	Not applicable.
6	**Appendices/Further Reading**
6.1	Appendix A Document Conversion Project Progress
7	**Key Strategic Implications**
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Mark Duffy, Area Commander
Sponsored by:	David Farries, T/Assistant Chief Officer, Director of Service Delivery
Presented by:	Mark Duffy, Area Commander

Links to Strategy and Corporate Values
Strategic Plan 2022-2023 Outcome 5 We are a thriving organisation, use our resources responsibly and provide value for money to the public. Safety Value: Safety of ourselves and others is something we take very seriously. Whether that be on the incident ground, in the office or as we go about our business in the community, safety is always at the core of what we do.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	*30 August 2022*	*For Information*

Document Conversion Progression

DCP Subject Progression

SCOTTISH FIRE AND RESCUE SERVICE *Service Delivery Committee*			
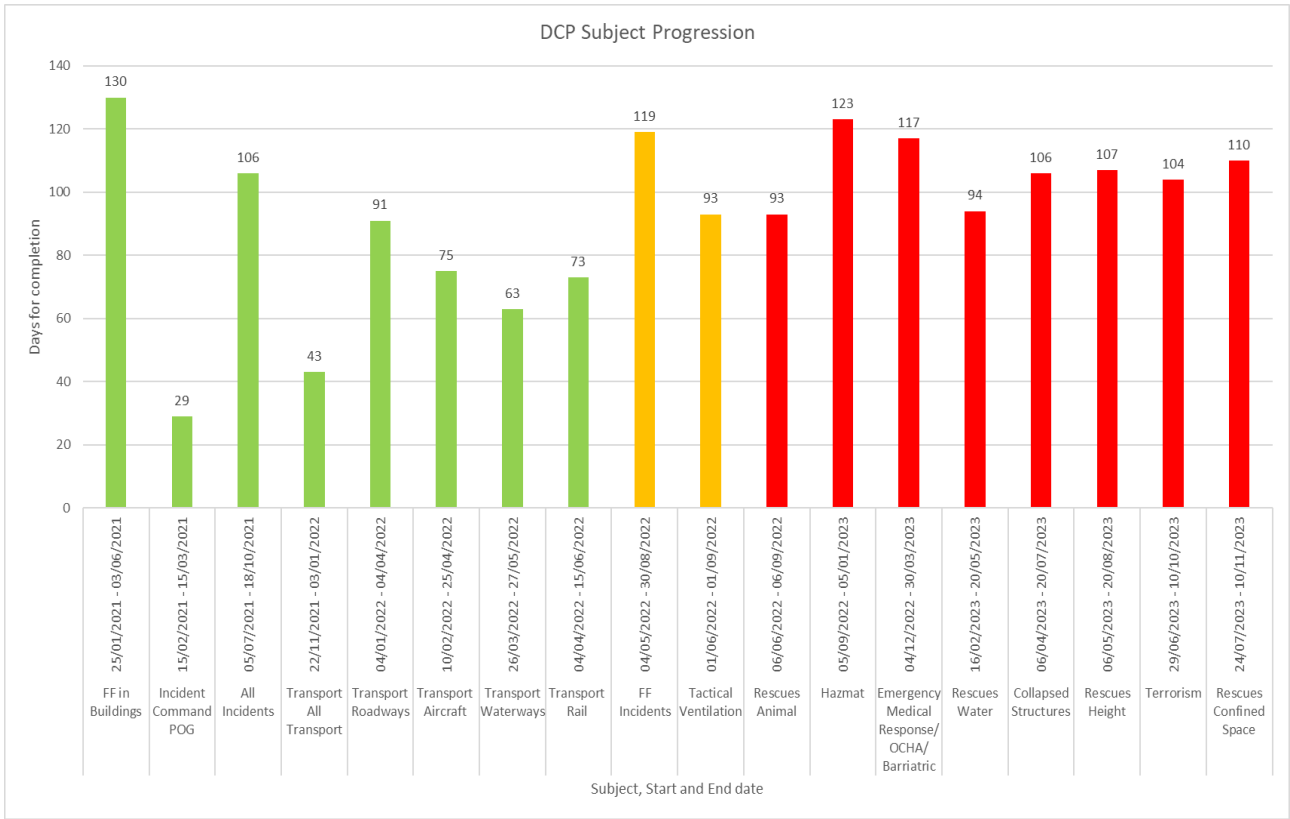
Report No: C/SDC/28-22

Agenda Item: 11.1

Report to:	SERVICE DELIVERY COMMITTEE								
Meeting Date:	**30 AUGUST 2022**								
Report Title:	**COMMITTEE ALIGNED DIRECTORATE RISK**								
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**							
		A	B	C	D	E	F	G

1   Purpose

1.1   The purpose of this report is to provide the Service Delivery Committee (SDC) with a risk report identifying Directorate risks and controls pertinent to the business of the Board.

2   Background

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.

3   Main Report/Detail

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	Appendix 1 to this report provides the SDC with the current risk report, outlining:

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

3.4	The SDC are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.

4	**Recommendation**
4.1	The Service Delivery Committee is asked to:

- Scrutinise the Service Delivery Committee Risk Report.
- Identify future risk spotlights to be provided to the Committee.

5	**Core Brief**
5.1	Not applicable

6	**Appendices/Further Reading**
6.1	Appendix 1 – Service Delivery Committee Risk Report

7	**Key Strategic Implications**	
7.1	**Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)**	**Yes**

Prepared by:	Tracy Shankland, Risk and Insurance Officer
Sponsored by:	David Johnston, Risk and Audit Manager
Presented by:	David Lockhart, Assistant Chief Officer, Director of Service Development

Links to Strategy and Corporate Values

The Internal Audit Plan forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objective 4.2.
- Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- Objectives 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Service Delivery Committee	*30 August 2022*	*For Scrutiny*

Service Delivery Committee
Risk Report
2022-23 Q1

APPENDIX 1

Contents:

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
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

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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 out with 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
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	15 (3 x 5)	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

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
1	Improve Safety and Wellbeing of Communities	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
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. 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
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	12 (3 x 4)	SDC	GGB

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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
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

Directorate Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	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 EOC Vision Mobilising System are prevented without intervention by the Supplier. The cause of this is still being investigated by Capita. Due to the nature of the 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-23	Green - 30%	Currently working with existing suppliers to maintain appropriate support. Research has been carried out on a cloud based back-up system to further enhance our legacy system resilience.	20 (4 x 5)	15 (3 x 5)	SDC	AMLB
6	SD003	Operational Availability Systems	PTFAS project to liaise with ICT to extend licences where required until delivery of new rostering system solution	GC Pincombe, Group Commander, Operations - National Resilience	Mar-22	Green - 50%	GC appointment process to PTFAS rostering systems project team has commenced with other team members to follow	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 (PxI)	Target Rating (PxI)	Committee	Executive Board
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-23	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-23	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
6	FCS012	Supply Chain Shortages	Continue to monitor and re-phase Capital Programme as required, ensuring required levels of governance maintained.	Acting Director - Asset Management	Mar-23	Green - 5%	Supply chain issues persist due to a variety of factors including Covid-19 and the War in Ukraine.	16 (4 x 4)	8 (4 x 2)	SDC	AMLB
6	FCS012	Supply Chain Shortages	Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies.	Acting Director - Asset Management	Mar-23	Green - 5%	Review of capital programme to align to current market conditions.	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 (PxI)	Target Rating (PxI)	Committee	Executive Board
1	SD010	Compliance Fire Act (Scotland) Part 3	Develop a succession planning process to monitor the impact of the recent Pension remedy to ensure we have the capacity of competent Protection staff to meet legislative requirements.	AC Pryde, Head of Community Safety Engagement	Apr-23	Green - 30%	Undertaken a full review of all functional staff to consider those who are intending to retire during 2022. Identifying suitable candidates through re-engagement options and promotion options to address this need. This includes the LSO area based staff and this will allow us to review the training capacity to meet the short-term need.	15 (3 x 5)	10 (2 x 5)	SDC	SMB
6	FCS004	Assets Operational	Reporting of information to Security Group and further direction required	Head of Asset Management	Sep-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 (PxI)	Target Rating (PxI)	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 Document Conversion Team continue to progress with a plan of documents being undertaken for 2022-23. Currently, the Team are on schedule and the new documents already completed are stored within the Team SharePoint site. The GETAC tablets remain a challenge for ICT to solve. ICT have scheduled in a completion date of March 2023 for this work and they continue to inform SFRS management of developments. There remains an increased risk of revised documentation not being 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 (PxI)	Target Rating (PxI)	Committee	Executive Board
1	SD011	Reserved Matters	Formal implementation of MTA Strategy	AC Duffy, Area Commander, Operational Strategy and Development	Mar-23	Amber - 75%	The current interim MTA response is provided by the NILO cadre. Progression is being made to enhance this response by FDO volunteers. It is expected that a FDO and NILO response will be in place by the start of June 22 at which point the risk rating will be reduced.	12 (3 x 4)	12 (3 x 4)	SDC	SMB
1	SD011	Reserved Matters	Review MTA Strategy	AC Duffy, Area Commander, Operational Strategy and Development	Mar-23	Amber - 50%	The MTA Strategy will be reviewed as required, including following further negotiations and discussions with Trade Unions to establish a MTA Strategy which will involve MTA Stations/FDO Cadre/NILOs. No progress on MTA Stations providing an MTA response is expected this financial year 2022-23.	12 (3 x 4)	12 (3 x 4)	SDC	SMB
9	SDD003	Covid-19	Supporting the organisational response to Recovery, Reset & Renew from Covid-19	Head of Portfolio / ICT / SD	Sep-22	Green - 75%	A phased approached has been agreed and is being implemented towards a return into the workplace.	12 (3 x 4)	9 (3 x 3)	SDC	SMB
8	SPPC001	Service Performance Management	Implement the recommendations of the business Intelligence Review.	Head of Corporate Governance	Mar-23	Green - 0%	Delivery of objectives contained within the Governance, Strategy and Performance Workplan	12 (3 x 4)	8 (2 x 4)	SDC	GGB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
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. A range of advertisement sources will be used during 2022/23 to try to increase the number of suitable applicants.	9 (3 x 3)	8 (2 x 4)	SDC	AMLB
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 - 65%	The Strategic Asset Management Plan (SAMP) for Fleet is now complete. The SAMPs for Property and Equipment will be completed by the end of March 2023.	9 (3 x 3)	6 (2 x 3)	SDC	ECMB
6	FCS003	Asset Acquisition	Review the structure of the Asset Management Department to remove single points of failure and create capacity for succession planning	Acting Director - Asset Management	Mar-23	Green - 5%	Structure of Asset Management Department has been reviewed. Meetings with Finance and HR colleagues to take place.	9 (3 x 3)	8 (2 x 4)	SDC	AMLB

Directorate Closed Control Summary   Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Working with key partners - Transport Scotland - Scottish government - utilise additional and identified grant funding	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.	Projects have been scoped and are being delivered with approximately £2.6M of additional funding.\n\nRevised Transport Scotland bid for additional £1M prepared.	Head of Asset Management	SDC	ECMB
Realign workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies.	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.	Workplans and workloads assessed with opportunities sought to ensure capital plan is achieved.	Head of Asset Management	SDC	AMLB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Re-phase Capital Programme, ensuring required levels of governance maintained.	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.	Review of capital programme to align to current market conditions progressed for a successful year end.	Head of Asset Management	SDC	AMLB
Central Staffing team members to be seconded to PTFAS project to assist in the selection and implementation of new operational availability staffing system.	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.	After further discussion it is felt that the current control measure will not mitigate the risk and a suggested change to this control is provided along with change in due date.	AC Middlemiss	SDC	AMLB
Undertake a strategic review of prevention and protection structures and delivery to ensure they remain sustainable and meet legislative requirements. Quarter 4 2021.	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.	Discussion at DMT has identified that this control measure has now been completed.	Head of Prevention and Protection	SDC	SMB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Explore opportunities within the Service Delivery Directorate to enable a structural review of the delivery of enforcement.	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.	Discussion at DMT has identified that this control measure has now been completed.	Head of Prevention and Protection	SDC	SMB
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.	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.	Discussion at DMT has identified that this control measure has now been completed.	GC Chris Getty	SDC	SMB
Develop an Implementation plan, based on outcome of options appraisal and decisions made by the SLT/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.	The review and enhancement of the work plan to implement the preferred option including strategy for resourcing sub-groups has been completed and will underpin the implementation plan. This work has reduced the residual risk to match the target.	Head of Prevention and Protection	SDC	SMB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
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.	SD011	Reserved Matters	There is a risk of a failure to appropriately service 'Reserved' matters that are not devolved to Scottish Government. 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.	The Operational Strategy document has concluded with feedback received from a number of directorates, functions, areas and departments. Consultation changes 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. DMT agreed action complete.	Head of Response and Resilience	SDC	SMB
Implement the recommendations of the Business Intelligence review.	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.	Majority complete for year 1 of BI strategy but controls continue as is for year 2 so percentage complete reverts to 0% - Possible Merge with 8	Head of Corporate Governance	SDC	GGB

Directorate Closed Risk Summary

Appendix 1e

Risk ID	Risk Name	Risk Description	Parent Risk ID	Parent Risk Name	Closure Reason	Risk Owner	Committee	Executive 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.	2	Reduction of UFAS	The review and enhancement of the work plan to implement the preferred option including strategy for resourcing sub-groups has been completed and will underpin the implementation plan. This work has reduced the residual risk to match the target.	Head of Prevention and Protection	SDC	SMB

Directorate Risk Rating Change Summary   Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
SD010	Improve Safety and Wellbeing of Communities	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	Probability Decreased; Service Delivery have completed initial control measures and following discussion at DMT agreed to reduce the probability of the risk occurring from 4 to 3.	15 (3 x 5)	20 (4 x 5)	SDC	SMB
SPPC001	Improve performance	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	Probability Increased; Following discussion at DMT the risk probability is assessed as rising - consideration to be given to merging with risk SPPC005. (Risk Probability Increased from 2 to 3)	12 (3 x 4)	8 (2 x 4)	SDC	GGB

New Directorate Risks

Appendix 1g

NIL RETURN

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
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.	Review the structure of the Asset Management Department to remove single points of failure and create capacity for succession planning	Acting Director - Asset Management	Mar-23	Green - 5%	Structure of Asset Management Department has been reviewed. Meetings with Finance and HR colleagues to take place.	SDC	AMLB
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.	Continue to monitor and re-phase Capital Programme as required, ensuring required levels of governance maintained.	Acting Director - Asset Management	Mar-23	Green - 5%	Supply chain issues persist due to a variety of factors including Covid-19 and the War in Ukraine.	SDC	AMLB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
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.	Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies.	Acting Director - Asset Management	Mar-23	Green - 5%	Review of capital programme to align to current market conditions.	SDC	AMLB
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.	PTFAS project to liaise with ICT to extend licences where required until delivery of new rostering system solution	GC Pincombe, Group Commander, Operations - National Resilience	Mar-22	Green - 50%	GC appointment process to PTFAS rostering systems project team has commenced with other team members to follow	SDC	AMLB

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
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.	Develop a succession planning process to monitor the impact of the recent Pension remedy to ensure we have the capacity of competent Protection staff to meet legislative requirements.	AC Pryde, Head of Community Safety Engagement	Apr-23	Green - 30%	Undertaken a full review of all functional staff to consider those who are intending to retire during 2022. Identifying suitable candidates through re-engagement options and promotion options to address this need. This includes the LSO area based staff and this will allow us to review the training capacity to meet the short-term need.	SDC	SMB
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.	Implement the recommendations of the business Intelligence Review.	Head of Corporate Governance	Mar-23	Green - 0%	Delivery of objectives contained within the Governance, Strategy and Performance Workplan	SDC	GGB

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

SERVICE DELIVERY COMMITTEE – 30 AUGUST 2022
RISK SPOTLIGHT BRIEFING NOTE

GETAC RUGGED TABLET

Submitted by: - Area Commander Mark Duffy

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

The GETAC Rugged Tablet (GRT) purchased by the Scottish Fire and Rescue Service (SFRS) in 2012 is designed to provide the computing power of an enterprise grade computer and the versatility of a tablet.

The GRT is engineered to withstand dangerous and harsh environments and can withstand rain, dust, shock, and vibration which makes it an ideal tool to be used at operational incidents that the SFRS attend.

The GRT is primarily designed to assist personnel at the site of an emergency providing fire crews with the latest risk information available to them which enhances firefighter safety and the ability to deal with operational incidents more effectively.

The GRT is vehicle mounted on all frontline fire appliances and is currently not functioning to full capacity due to several issues which include:

- The GRT's now running with an outdated operating system;
- The security settings within the GRT are preventing easy fixes and applications to be added to the devices; and
- The networking infrastructure is no longer suitable as the device works as a desktop and not as a mobile device as originally intended.

GRT's currently provide the following information:

- A location display;
- Operational Intelligence (OI);
- Gazetteer (Used to identify properties on the OI System);
- Location of SFRS Fire Stations; and
- Fire hydrant locations.

The GRT's being fully functional is essential for the Document Conversion Project to progress as currently planned as the suite of documents being built are designed to be used on the fireground. These documents will provide fire crews with the most up to date operational procedures and risk assessments but are not able to be uploaded to the GRT due to the current security settings on the device.

There is also an impact on Prevention and Protection as the Safe and Well Project which will be a new model of undertaking Home Fire Safety Visits is intended to be hosted on the GRT.
A Safe and Well pilot scheme utilising laptops procured specifically for the project is nearing completion however once fully embedded the intention is to host Safe and Well on the GRT.

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

- The three short term issues which are restricting the use of the GRS are linked to the In-Vehicle Solutions (IVS) project detailed below.

- Procurement workstream has started under the IVS project which allows for dialogue and market engagement with potential suppliers;

- A draft options appraisal has been prepared and will be published and presented to September Digital Board for approval;

- A project team has been stood up to design, test, plan and build out the deliverables for the In-vehicle systems, Operational intelligence and Emergency Service Network projects. The first key deliverable will be a proof of concept roadshow which will tour the country this Autumn;

- The existing OI software has been stabilised and a number of network changes made to ensure greater reliability of data synch, this is currently being rolled out to all tablets on an area by area basis; and

- The Document Conversion Team continue to work with colleagues in ICT to look at alternatives in providing up to date information on the fireground until the GRT is fully functional.

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

- Final build out of any new MDT and OI solution is dependent on the planned rollout of the CCF project;

- Final builds and software package will be dependent on both ESN and Airwave conformance testing; and

- Final implementation plan and scheduling will be subject to Home Office approval.

HM Fire Service Inspectorate

Report to:	SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE
Date:	30 August 2022
Report By:	HM Fire Service Inspectorate

Subject:	Routine report on HMFSI business

1.   PURPOSE

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

2.   RECOMMENDATIONS

2.1   That the Committee notes the update from HMFSI.

3.   ACTIVITY AND PROGRESS

3.1   Service Delivery Area (SDA) Inspection

As the Committee is aware, HMFSI has now moved to a system of measuring performance against a range of themes. We will examine performance across each of the LSO areas within one of the three SDA's. The decision was made to inspect the East SDA this year and fieldwork for this inspection is now underway. We anticipate the report will be published in March 2023.

3.2   Thematic Inspection Work

Firefighting in High Rise Buildings

As the Committee is aware, the purpose of carrying out this inspection was to review how the Service prepares for, and carries out firefighting, in high rise buildings. In line with building standards, we used 18 metres as the threshold for the definition of a high rise. While the main thrust of our inspection was high rise domestic buildings due to the life risk, we also examined high rise commercial buildings.

The draft report is currently out for consultation, which is due to close on Friday 19 August 2022. We anticipate that the report will be laid in September 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 aim of the inspection is to assess the effectiveness, efficiency and preparedness of the Service in relation to these events.

The consultation period for the inspection outline closed on 13 May 2022 and SFRS had no comments to make on the outline. Inspection fieldwork is due to commence in the very near future.

3.3   Additional Inspection Activity

Independent Inspection of Northern Ireland FRS

Following a request to the Scottish Government from Ministers and officials in the Department of Health in Northern Ireland, the Chief Inspector is currently overseeing an inspection of the Northern Ireland Fire and Rescue Service (NIFRS).

4.   Additional Update Information

Appointments into the HMFSI

The Chief Inspector is delighted to advise the Committee that SC Iain Cameron has been seconded from SFRS to HMFSI. Iain took up post on 4 July 2022. HMFSI are grateful to the Service for their ongoing support in relation to such secondments. We anticipate that Iain will return to SFRS in July 2023 and will have the opportunity to contribute to a number of inspections during his 12 month secondment period.

The Chief Inspector is also pleased to advise that, following a competitive recruitment process, John Joyce QFSM has been appointed to the position of Assistant Inspector. John took up post on 1 August 2022 and will serve for a 3 year fixed term.

HM Chief Inspector Robert Scott QFSM

Date: 30 August 2022

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
29 NOVEMBER 2022	- Chair's Welcome - Apologies for Absence - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Service Delivery Update (incl CCF/OC Resilience) - Service Delivery Performance Reporting: Quarterly Performance Report, Independent Audit/Inspection Action Plan Updates & Closing Reports; UFAS - Operational Learning - Clinical Governance - Climate Change - Strategic Risk Summary and Committee Aligned Directorate Risks - Spotlight Risks: - Reports for Consideration: - Review of Actions - Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days - Date of Next Meeting	- Update from HMFSI - OC Systems Resilience (SS) - Thematic Complaints/ Compliment Report (Annual Report) *(M Waters)*	- Next Generation BA's - Deep Dive HFSV		

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
28 FEBRUARY 2023	- Chair's Welcome - Apologies for Absence - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Service Delivery Update (incl CCF/OC Resilience) - Service Delivery Performance Reporting: Quarterly Performance Report, Independent Audit/Inspection Action Plan Updates & Closing Reports; UFAS - Operational Learning - Clinical Governance - Climate Change - Strategic Risk Summary and Committee Aligned Directorate Risks - Spotlight Risks: - Reports for Consideration: - Review of Actions - Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days - Date of Next Meeting	- Update from HMFSI - OC Systems Resilience			