SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 29 NOVEMBER 2022 @ 1000 HRS

BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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: 30 AUGUST 2022 *(attached)* *N Barr*

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

6 ACTION LOG (*attached*) *Board Support*

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

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

The Committee is asked to scrutinise the attached report.

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

8	**SERVICE DELIVERY PERFORMANCE REPORTING**	
8.1	Quarterly Performance Report for Q2 2022-23 *(attached)*	*D Farries*
8.2	Independent Audit/Inspection Action Plan Update *(attached)*	*R Whetton*
8.3	UFAS Preparing for Implementation Work Group – Work Plan Update *(attached)*	*D Farries*

The Committee is asked to scrutinise the attached reports.

9	**OPERATIONAL LEARNING**	
9.1	Deep Dive: Home Fire Safety Visits (*attached*)	*D Farries*

The Committee is asked to scrutinise the attached report.

9.2	SFRS Operational Clinical Governance Structure (*attached*)	*A Watt*

The Committee is asked to note the attached report.

10	**SFRS COMPLAINTS ANNUAL REPORT 2021/22** *(attached)*	*C Wade*

The Committee is asked to scrutinise the report.

11	**SERVICE DELIVERY RISK REGISTER**	
11.1	Committee Aligned Directorate Risks *(attached)*	*S Stevens*
11.2	Risk Spotlight – Service's Preparedness for Cost of Living Crisis *(attached)*	*D Farries*

The Committee is asked to scrutinise the attached reports.

12	**REPORTS FOR INFORMATION ONLY:**	
12.1	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 28 February 2022 at 1000 hrs

PRIVATE SESSION

16	**MINUTES OF PREVIOUS PRIVATE MEETING: 30 AUGUST 2022** *(attached)*	*N Barr*

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

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

17 EXISTING COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) RESILIENCE *(attached)* *D Farries*

The report is for information only.

18 INDUSTRIAL ACTION UPDATE *(verbal)* *S Stevens*

The verbal update is for information only.

Agenda Item 5

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 30 AUGUST 2022 @ 1000 HRS

CONFERENCE ROOM, BLACKNESS ROAD FIRE STATION, DUNDEE, DD1 5PA / CONFERENCE FACILITIES

PRESENT:

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

IN ATTENDANCE:

Stuart Stevens (SS)	Interim Deputy Chief Officer
David Farries (DF)	T/Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Kirsty Darwent (KD)	Chair of SFRS Board
Alasdair Perry (AP)	Deputy Assistant Chief Officer (Prevention and Protection) (Item 9)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Mark Duffy (MD)	Area Commander Service Delivery (Item 10 and 11.2)
Kenny Christie (KC)	Watch Commander (Item 9)
Lynne Gow (LG)	Group Commander (Prevention and Protection) (Item 9)
Stuart Chalmers (SC)	ICT Business Services Manager (Item 11.2)
Rick Taylor (RT)	Assistant Inspector, HMFSI
Alasdair Cameron (AC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader/Minutes

OBSERVERS

Lisel Porch	Scottish Government

1 WELCOME

1.1 The Chair opened the meeting and welcomed those participating and observing via MS Teams.

1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

1.3 This meeting would be recorded and published on the public website.

1.4 The Chair thanked Interim Chief Officer Ross Haggart for his support to the Committee over a demanding period and welcomed Stuart Stevens in his new role as Interim Deputy Chief Officer, Andy Watt in his new role as Assistant Chief Officer, Director of Training, Safety and Assurance and David Farries in his new role as T/Assistant Chief Officer, Director of Service Delivery.

2 APOLOGIES

2.1 Lesley Bloomer, Board Member
Robert Scott, HMFSI

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

3.1 The Committee agreed that the Operations Control (OC) Systems Resilience would be taken in private due to the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 31 MAY 2022

5.1 The minutes were agreed as an accurate record of the meeting.

5.2 **The minutes of the meeting held on 31 May 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 SS 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. The report covered the period 13 May 2022 to 30 August 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Wildfire incidents worthy of note took place in West Lothian and West Calder which spanned five days in total, further highlighting the effects of climate change and demand on the SFRS.
- Operational Strategy launched in April 2022 was now very much a live document and the delivery plan for this year had been developed and approved by the various governance forums within the Service.
- Progress was being made by Staffing Solutions Team to manage the organisational impact of the reduction of staff as a result of the pensions remedy and Covid recovery.
- Operations Command Seminar was held online and in person simultaneously on 18 May 2022 and saw approximately 200 senior officers attend.
- Narrative provided to the Committee regarding OC call handling and response times as requested.
- Prevention and Protection (P&P), Glasgow School of Art final report recommendations were being actioned and SFRS would continue to look to improve processes and investigative practices.
- Grenfell closing report had been presented to the SFRS Board in June 2022.
- P&P have seconded an Area Commander to lead the Cameron House Fatal Accident Investigation (FAI) team.
- Fire Safety Enforcement (FSE) Competency Framework had concluded.
- Fire Investigation (FI) restructure was implemented on 13 June 2022.
- Positive progress has been made in the Youth Volunteer Scheme with 120 Youth Volunteers engaging across 10 schemes.
- SFRS led the launch of Water Safety Scotland's Education packages which had been developed in partnership with Education Scotland and the Scottish Government.
- On Call Recruitment for Remote / Rural Communities had received an increased number of applicants resulting in the highest ever intake into a remote course anywhere in Scotland seeing a 400% increase on the last comparable period (2019).

- Emergency Services Training Collaboration Group (ESTCG) was showing success in sharing best practices as well as sharing resources.

7.2 The Committee acknowledged the rich content of the report and wide array of work undertaken within Service Delivery Directorate.

7.3 In regard to 15% of OC personnel being in the development phase, with service of less than 3 years, the Committee asked for further information on these figures. DF highlighted some contributing factors and would discuss fully in the private session due to the sensitivities of the information.

7.4 The Committee sought clarification with regard to the Safe and Well pilot and the significant ICT challenges in existence with the partner referral site which remains an issue until ICT certificate / hosting issues are resolved. DF advised that there were a number of elements and proposed to discuss further during the insight into the Safe and Well System (item 9).

7.5 The Committee commented on the benefits of referencing the challenges in regard to the Resource Spending Review (RSR) in future reports and suggested future reports should consider reflecting this. SS advised that the narrative of the next report would change substantially due to the impact of the RSR on the Service and was a timing matter for inclusion within the report presented.

7.6 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q1 2022-23

8.1.1 DF introduced CF to the Committee, who presented the performance report for Quarter 1. CF highlighted the following key areas:

- Operational demand across the quarter is 1% lower than 2021 / 2022 and evenly split across the months of April, May and June.
- Fire casualties reporting 35% lower than 2021 / 2022, however the quality of casualty information in fire reports is currently under review.
- Figures relating to fire fatalities remain the same as the first quarter.
- Six Key Performance Indicator targets were achieved with 8 being missed, which included the number of fires in non-domestic buildings, refuse and vehicle fires, the number of fire fatalities, the number of accidental dwelling fires broken down into high severity category, Unwanted Fire Alarm Signal (UFAS) incidents attended in non-domestic premises and the number of Home Fire Safety Visits (HFSV) conducted for vulnerable groups.

8.1.2 CF provided the Committee with a further breakdown of figures from the statistical report, detailing outcomes against a three-year average.

8.1.3 In regard to HFSV, the Committee questioned the disparity in the figures which show an increase in the number of HFSV conducted yet a decline in the number of visits conducted for vulnerable groups with a high-risk rating. DF advised that one factor was due to the number of people claiming to be high-risk in relation to the new smoke detection standard and the fitting of interlinked smoke alarms. It was found that through visits to this client group, a large number were downgraded to medium risk category, having not met the criteria and details recorded as such.

8.1.4 The Chair reminded those present of the forthcoming deep dive report on HFSV. NB would discuss the specific requirements of this report with DF noting that it should also encompass aspects such as limited resources and value for money. NB to write to DF detailing the Committee ask around the deep dive into HFSV report.

ACTION: NB

8.1.5 The Committee queried whether this would have an effect on the targeted activities of partnership working being referred to. SS expanded by advising that while this report looked back in terms of performance, in the current climate and the cost of living crisis being faced by many, the Service would not be immune to these factors in terms of operational demand and potential increased activity. SS commented on the potential issues facing the Service and the importance of targeted working partnership and identifying vulnerable groups.

8.1.6 The Committee commended CF on the comprehensive overview of the report and were encouraged by the quality of data recording.

8.1.7 **The Committee scrutinised the report.**

8.2 Action Plan and Closing Reports Updates

8.2.1 RW presented the report to the Committee 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 remaining red due to the slippage in the original agreed timescales. Overall RAG rating was red, due to original timescales not being met and was noted as 91% complete.

8.2.3 The Committee asked for assurance regarding the closure of the remaining red actions, highlighting little or no change since the last Service Delivery Committee meeting in May 2022. SS explained the discipline on the part of SFRS in giving actions 'due regard' and often, the ability to complete an action is not within the gift of the Service, sitting instead with others. SS agreed with the requirement to see 'a path to green' and in showing the steps being taken to achieve this.

8.2.4 Planning and Preparedness for Covid-19 Update Action Plan
Total of 15 actions with 5 live actions outstanding. Two actions remaining on target and 3 actions were marked amber due to the slippage in the original agreed timescales. Overall RAG rating was green and was noted as 93% complete.

8.2.5 Fire Safety and Enforcement Action Plan
Total of 20 actions with 18 actions complete. One outstanding action has been made void (approved by the Senior Management Board) and the other outstanding action remains marked as red as no agreed timescale has been identified. Overall RAG rating was red due to slippage from the original timescales and was noted as 96% complete.

8.2.6 Local Area Inspections (LAI) National Recommendation Action Plan
Total of 10 actions with one live action outstanding. Overall RAG rating was amber due to a slippage from the original agreed timescale and was noted as 90% complete.

8.2.7 The Committee suggests an informal action be taken to monitor the endeavours and achieve resolution in reducing red actions, evaluating them in the spirit of the original recommendation.

8.2.8 **The Committee scrutinised the open action plans and noted the closing reports.**

8.3 Update on Development of Work Plan to Implement the Preferred UFAS Response Option

8.3.1 DF 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 have been established to allow implementation of the project to be delivered in a co-ordinated manner, these are:
  1. Policy Review
  2. Performance Measures
  3. Communications and Engagement
  4. Training and Awareness
  5. Configure Mobilising System
  6. Alarm Receiving Centres (ARC) Operating Agreements
- The priority of the Preparing for Implementation Working Group (PIWG) has been developing and progressing the communications and engagement plan which was agreed by the project review board in May 2022.
- A series of milestones have been developed to support the delivery of the communications and engagement plan, which include internal and external surveys to assess staff knowledge and awareness levels.
- Outcomes of the surveys will help to shape presentations for both internal and external engagement sessions.
- All workstreams 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 a new mobilisation system to support this, the Project Review Board receive regular updates from OC via the Command and Control Futures (CCF) project to ensure both are closely aligned and dates adjusted to reflect any changes.

8.3.2 In regard to the work with ARC's to establish new operating agreements based on the expectations of the new response model, the Committee asked of the current standing in relation to the drafting of a joint operating agreement with ARC's to focus on establishing effective working relationships and performance expectations. These were currently showing 25% complete, despite a due date of April 2022. AP advised that an appropriate implementation timeline which aligns with other relevant work, for example the implementation date of the new AFA response model was still to be identified.

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

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

9 AN INSIGHT INTO THE CONTENT OF THE SAFE AND WELL SYSTEM

9.1 AP presented a report to the Committee providing an insight into the content of the Safe and Well Management System (SWMS). The following key points were highlighted:

- The SWMS is a modern intuitive ICT system designed to support and manage the requirements of Safe and Well (S&W) and HFSV.
- The SWMS consists of several elements; main dashboard application, partner referral site and Progressive Web Application (PWA).
- The system would capture outcomes in real time and would enable reports to be generated for evaluation and performance purposes.

9.2 KC provided the Committee with an overview of the system, giving an insight into the operation and methodology of the S&W dashboard and partner site.

9.3 For clarity, the list of names and addresses provided on the test site were noted as fictional and for the purpose of demonstration only.

9.4 LG advised that a key element of S&W was to tackle high risk factors within the home safety arena which included the protection of vulnerable members of society through unintentional harm. ICT continue to develop the partner referral site for this purpose.

9.5 Nearing completion, PWA was a significant feature of the project as this software enables up-to-date detail to be captured during visits offline, where there was no 4G / 5G signal.

9.6 Lack of data sharing from other organisations was one of the current issues the project faced due to GDPR regulations as S&W looked to expand visits beyond fire safety. Vulnerability was known to cross boundaries, for example those with hoarding tendencies.

9.7 The pilot ran for 6 months from February to August 2022 and was currently in its evaluation phase. LG explained the findings to date and that of the 18 members of SFRS mapped throughout the whole of Scotland in various different communities including rural, island and central belt and 6 of the community safety advocates who carried out 179 visits in total, collectively have been providing qualitative and quantitative feedback on the nature of the visits.

9.8 SC shared his findings in regard to the certification errors on the Microsoft site which have now been resolved with new infrastructure which has been set up by Microsoft. This was currently being re-tested and was expected to go live at the end of the week (w/e 4 September 2022).

9.9 The Committee commended the S&W Project on its intent to join up services across different sectors to then deliver a more holistic response, showing sectorial and local leadership.

9.10 The Committee asked for further information by way of an email response, on the ethical approach to the project and how SFRS deals with research which has an ethical dimension, including external bodies validating the findings.

9.11 SS to provide an e-mail response to Service Delivery Committee members within 4 weeks in regard to SFRS's consideration relating specifically to ethical considerations for the Safe and Well System.

ACTION: SS

9.12 **The Committee noted the report.**

10 DOCUMENT CONVERSION PROJECT

10.1 DF presented a report to the Committee providing an update on the progress being made on the Operations Function Document Conversion Project which had the task to convert and streamline the current suite of operational documentation within SFRS.

10.2 MD delivered a presentation which provided further detail on workstreams, project goals, timelines, work completed to date and current challenges. 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.

10.3 Four main operational procedures have been created:

1. Firefighting
2. Special Structures
3. Transport
4. Rescues

10.4 The new operational procedures would replace the current Standard Operating Procedures (SOP) with easy to navigate interactive buttons, condensed Risk Critical information, easy access for all operational personnel via Desktop, GETAC tablet and mobile devices. This should increase Firefighter safety by providing the latest guidance at the point of need.

10.5 An extensive consultation process had been undertaken and engaging with staff would remain a priority with comments and feedback being received via an automated process which allows for response.

10.6 The Committee asked whether reliance would be placed on the use of GETAC tablets in regard to displaying documents. MD advised that with the GETAC tablets being readily available on appliances at present, the information required would be at the touch of a button. However it was expected that manuals would be used while on station during Continual Professional Development (CPD) events, using the tablet only to deal with the incident faced at scene.

10.7 In regard to governance and keeping documents up to date, DF explained the streamlined process which afforded the ability to be more agile and review the documents at once and at point of source then send an update to all devices.

10.8 **The Committee noted the report.**

11 SERVICE DELIVERY RISK REGISTER

11.1 **Committee Aligned Directorate Risks**

11.1.1 The Chair informed all in attendance of his discussions with SS regarding Committee aligned Directorate risks and the way in which Committees review risks. Directorate risks are managed in a dynamic manner however there is a delay in how this is reflected. The Chair advised his intention of not having a risk spotlight at the next meeting, however time to be allocated for the Committee to discuss how it wishes to look at risk, understand limitations and how this can be improved.

11.1.2 In regard to Risk SPPC001 with risk description of the service not providing accurate performance management information because of inaccurate data or inadequate systems resulting in loss of confidence in service performance, the Committee commented on the change reason, noting the risk probability increasing from 2 to 3. RW informed the Committee that it forms part of a broader piece of work which includes concerns regarding the quality of data and issues surrounding statistical reporting. RW explained that it was deemed appropriate to increase the risk score to raise the risk and give it due regard and attention and noted concerns regard resourcing in terms of the ability to manage the risk at pace.

11.1.3 **The Committee scrutinised the report.**

11.2 **Risk Spotlight – GETAC Tablets**

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

- GETAC Rugged Tablet (GRT) was currently being used by Service Delivery colleagues. The GRT was vehicle mounted on all frontline appliances and was currently not functioning to full capacity due to several issues which included:
  - running with an outdated operating system;
  - security settings within GRT preventing easy fixes and applications to be added to the devices;
  - the networking infrastructure was no longer suitable as the device works as a desktop and not a mobile device as originally intended.
- GRT being fully functional was 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 would 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 was also an impact on P&P as the S&W Project which would be a newer model of undertaking HFSV was intended to be hosted on the GRT.
- Once fully embedded, it was the intention to host S&W on the GRT.
- The 3 short term issues which were restricting the use of the GRT were linked to the In-Vehicle Solutions (IVS) project.

11.2.2 The Committee questioned the use of a device so tied down that it is unable to be manipulated. DF commented that the tablets performance in the current format does not

match its capability and that GETAC was not a bad product. DF was confident of the tablets capabilities if set up correctly. SC added the restrictions on the tablet were due to it having to be connected to the Airwave Network which was controlled by the Home Office who set standards for connection, originally set back in 2007, which was an old version of windows long-term service branch. Some restrictions would change with Emergency Services Network (ESN) as this was of a more modern standard but noted the delays on this project since 2019.

11.2.3 The Committee questioned whether other national fire services currently use GETAC. DF referenced the minutes of the last Service Delivery Committee in which it was noted that London Fire Brigade also use the tablet and are faced with similar issues in relation to being locked down to Home Office standards.

11.2.4 In terms of Firefighter safety, the Committee asked whether the workarounds are viable. DF advised that safety was not diminished and that operational intelligence still exists in its current format elsewhere.

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

12 UPDATE FROM HM FIRE SERVICE INSPECTORATE

12.1 RT presented his report to the Committee to provide an update on HMFSI inspection activity during the reporting period and future planned activities.

12.2 **The Committee noted the report.**

13 FORWARD PLANNING

13.1 **Committee Forward Plan**

13.1.1 The Committee noted the forward plan and confirmed additional time would be given at the next meeting for the Committee to discuss, in private, the scrutiny of the aligned Directorate Risks.

13.2 **Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**

13.2.1 The following items would be taken to the next Board:

- Operations Control Systems Resilience

14 REVIEW OF ACTIONS

14.1 AC confirmed that there were 2 formal actions recorded during the meeting.

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 29 November 2022.

15.2 There being no further matters to discuss, the public meeting closed at 1244 hours.

PRIVATE SESSION

16 OPERATIONS CONTROL SYSTEMS RESILIENCE

16.1 DF presented the Operations Control Systems Resilience report to the Committee. The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on the current state of Operations Control (OC) legacy systems.

16.2 **The Committee noted the contents of the report.**

Agenda Item 6

SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of actions are categorised as follows:

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

Actions/recommendations

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

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

Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
Service Delivery Meeting Date: 30 August 2022						
8.1.4	**Quarterly Performance Report For Q1 2022-23:** Chair of SDC to write to ACO David Farries detailing the Committee ask around the deep dive into HFSV report.	**NB**	**November 2022**		**September 2022**	**Completed (29/11/2022):** Clarification email sent to ACO Farries (26/09/22) and followed by a face to face meeting between N Barr, ACO Farries, DCO Stevens and R Whetton on 29 September 2022.
9.11	**Insight into the Content of the Safe and Well System:** DCO to provide an e-mail response to SDC members within 4 weeks in regard to SFRS consideration relating specifically to ethical considerations for Safe and Well System, together with wider Service approach in general.	**SS**	**November 2022**		**November 2022**	**Completed (29/11/2022):** An email was circulated to SDC members on 10/11/22 by GC Murphy on behalf of DCO Stevens.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/31-22

Agenda Item: 7

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 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's 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 2022 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	**Financial**
3.3.1	Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is outwith 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.
3.4	**Environmental & Sustainability**
3.4.1	Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.

3.5 3.5.1	**Workforce** Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.	
3.6 3.6.1	**Health & Safety** Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.	
3.7 3.7.1	**Training** Specific details in relation to operational training are contained within Appendix A.	
3.8 3.8.1	**Timing** This report covers the period from 5 February to 13 May 2022 and, where appropriate, the period prior to and following this.	
3.9 3.9.1	**Performance** A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.	
3.10 3.10.1	**Communications & Engagement** Where appropriate, issues highlighted within Appendix A are communicated internally and externally.	
3.11 3.11.1	**Legal** Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.	
3.12 3.12.1	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.	
3.13 3.13.1	**Equalities** *EIA completed ~~Yes~~/No. If not applicable state reasons.* A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.	
3.14 3.14.1	**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)** **Risk**	**Yes**

	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.
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	29 November 2022	For Scrutiny

SERVICE DELIVERY DIRECTORATE	
OPERATIONS	
Item	Commentary
Operational Strategy	Launched in April 2022, The Strategy is the 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. Key areas of focus/innovation and progress in the reporting period include: - Foam stock/reserves, replacement strategy including upgrade and regulatory compliance; - SFRS High Reach Strategy and the completion of a full operational review of disposition and capability; and - Drone Equipment innovation and test session.
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 continues to be 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. However, an alternative solution is being progressed by ICT. Document Conversion project timelines

	continue to slip and delays appear inevitable, although most major milestones remain on track for delivery this fiscal year.
MTA Response	The picture in relation to MTA remains as per previous updates: Upon the cessation of the station based SFRS MTA Specialist Response due to the withdrawal of volunteers a new deployment model was developed and implemented, the arrangement ensured 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. 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.
Staffing Solutions Team	A dedicated team established within the Operations Function to directly support the Staffing Tactical Action Group is approaching the completion of its remit 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, Christmas and now (potential) periods of Industrial Action (IA). - The Operations Function has now temporarily restructured to support Industrial Action Planning and

Industrial Action Planning	associated support activities, whilst using a risk-based approach to maintaining a degree of BAU activity. - Operations IA Planning Team now proactively working out of a dedicated workspace in the WSDA HQ Hamilton. - Effective progress being made against the OC planning and 3C arrangements. - Stakeholder liaison and Information gathering processes now underway. - Early actions underway to develop a practical solution to delivering a bottom up framework for resourcing. - Outstanding elements of the Police Scotland (Fettes) OC action plans have been progressed.
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 FAI hearings have concluded with the final report due early 2023. P&P will convene a working group when the FAI findings are published to address any issues impacting on the Function, Service Delivery and the wider Service.
Grenfell	The closing report has been presented to the SFRS Board in June 22 and the Scottish Government in August 2022. 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 concluded with SFRS and partners identifying draft recommendations as it progressed. The newly created (HRCIG) 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
HMFSI –Report – Arrangements for Firefighting in High Rise Premises	The service received the published report in October 2022. There are eight listed recommendations contained within the report. P&P will transfer these recommendations to an Action Log and progress these via the HRCIG.
FSE	Prosecution work includes SFRS raising charges in relation to three properties.

	The second set of FSE modules aligned to the Competency Framework are underway. Two potential Requisite Prior Learning (RPL) trials have concluded. Further procured module courses will follow and a new procurement process for RPL is underway. PPED replacement project progressing. three systems have been demonstrated to the Service and a fourth demonstration is due for September. Following this, a SWOT analysis of market strength versus system vision will be undertaken and presented to the working group for recommendation on pathway to replacement. Short Term Let legislation is now in place and SFRS have introduced a self-assessment approach to manage licensing applications. SFRS are working with Scottish government and other stakeholders to develop revised Gypsy Traveller guidance documents. A specific Lithium Ion Battery (LIB) technology working group has been established to consider the wide-ranging application of LIB and associated technology and its impact on communities and the built environment. The group consists of stakeholders from across the Service as well as external partners.
Fire Investigation	Fire Investigation restructure is complete and FI continue to meet the operational demand across Scotland. A 6-month review is scheduled for 7th December 22. Three new FI vehicles are now operational and on the run.
Fire Engineering	The Fire Engineering (FE) function continues to deal with all statutory consultations from Local Building Control Officers. The Station Commander is prioritising the development of the FE team and ensuring that communications between all P&P functions, and Operations are improved. Priorities for FE 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 underway for Q3/4.
Water	The Water Safety Group has completed engagement action plans for all ROSPA identified hot spots. Further progress has been made with setting up Partnership Approach to Water Safety Groups (PAWS) across the country with the teams supporting areas to establish groups in each LSO area. A multi-agency event was carried out at Loch Lubnaig.

	SFRS is supporting Water Safety Scotland and has representation on all additional subgroups. Waterside Responder courses have been run in partnership with the RNLI at several locations across the country. All National campaigns are shared with LSO Water Safety Champions to ensure that messages are promoted consistently across the country.
Road	Virtual Reality (VR) headsets have been supplemented with laptops and dongles which will allow for the headsets to be used as a stand-alone unit, allowing for easier delivery of road safety presentations. A Bikerdown handbook has been created and approved by FMT. This will support the current groups and the setting up of further groups nationally. Police Scotland "New Driver Initiative" has been shared with local teams as the preferred presentation to be used for young drivers. This presentation can be supplemented with the VR presentations to deliver a very powerful road safety message. All National campaigns are shared with LSO Road Safety Champions to ensure that messages are promoted consistently across the country.
YVS	As of the end of Q3, 10 YVS units have launched or restarted. This has involved engaging with 111 Youth Volunteers, receiving support from 84 Volunteer Youth Instructors. A total of 99 weekly sessions were run across the 10 schemes within this period. 96 volunteering hours have been collectively contributed by Youth Volunteers, and there are 12 Youth Volunteers currently undertaking a Dynamic Youth Award (SCQF Level 3), administered by Youth Scotland. Highlights of YVS in this period: • 'Be the Change' Participation skills toolkit published – training designed to prep Youth Volunteers to engage in Youth Voice activities • Drill Ground Supervision Course pilot undertaken for non-competent VYIs to supervise operational youth activity
Safeguarding	The Prevention team carried out a review of the Safeguarding Policies and Procedures for the Protection of Adults and Children. Following the review, both Policies and Procedures have been updated and combined into two documents - a Safeguarding Policy and Procedure for the Protection of Adults and a Safeguarding Policy and Procedure for the Protection of Children. These documents align with the relevant government legislation relating to Adult Support and Protection and Child Protection and

	highlight the duties SFRS has in terms of recognising, responding, reporting and recording Safeguarding concerns; to ensure communities and individuals live free form harm. In consultation with partners, the Adult Support and Protection Referral Form (AP1) and the Child Protection and Wellbeing form (CPW) have also been updated to ensure the relevant information is captured in full. Updated policies and procedures are now live with the updated AP1s and CPW forms. Safeguarding modules now within TFOC and also as standalone modules on LCMS.
Cost of Living Event	A Microsoft Teams 'Live' Event was held on 27th October directed at partners to discuss collectively how we can all identify those at highest risk and how we can provide advice and support as this is an issue that affects everyone. Over 200 individuals attended from various organisations from the Public and Third Sectors. Speakers included the Joseph Rowntree Foundation - an independent social change organisation, Energy Action Scotland, Trading Standards as well as presentations from P&P colleagues on Fire Fatalities, Risk Recognition and how partners can help. This was a successful and effective event as it will not only help us to build a database of partners whom we want to engage with - who may wish to participate in future events - we now have the knowledge and ability to be able to hold similar events on a national and local level in future. Feedback from partners has been very positive. Corporate Comms have already shared the link to the online event video with colleagues from Police Scotland and SAS and this link will be shared with colleagues across SFRS within the next SFRS news brief.
Risk Recognition Module	A Risk Recognition module has been developed and is now live on the LearnPro platform of LCMS. This module was promoted at the Cost of Living Event as a useful resource for partners to sign up to as it covers not only information on how to recognise risks in the home but ways in which in which partner organisations can work closely with SFRS.
A Partnership Approach to Fire Safety Good Practice Guide – Telecare and the SFRS	Personnel from the Technology Enabled Care Programme have been collaborating with SFRS and a range of partners to develop a good practice guide (GPG) which will grow and further develop a partnership approach between telecare service providers in Scotland and SFRS to enable people to live safely in their communities and will improve the safety, experience and outcomes for people in receipt of these services. The Guide is

	currently with graphics and will be launched within the next few weeks.
CSE SharePoint Site	The CSE SharePoint site has been created as a resource for personnel across SFRS and contains information and tools to support personnel in all areas of Community Safety Engagement. It is a one stop shop and includes a 'who's who' of P&P, LSO personnel and area contact information, campaign and education materials, policies and procedures, national and strategic documentation and specific sections which will enable personnel to engage and connect with P&P personnel. It is currently in the very final stages of development and following a brief consultation with some area personnel, it should be launched within the next week via the weekly news brief.
Partner Engagement	Personnel have been working with Wheatley Housing to train their Housing Officers on risk recognition and safeguarding. So far 6 people have visited NTC and have received a tour of the Safety House.
Museum of Scottish Fire Heritage	Entrance and shop fit out is now complete and formally handed to SFRS on Tuesday 18th Oct Main. First of the Museum education resources with partner TWINKL have launched:Scottish Fire and Rescue Scotland Partnerships - (CfE) - Home Pag (twinkl.co.uk) Website testing phase is complete and report to be issued to review comments, make necessary edits prior to website and online shop launch in the coming weeks. Personnel supported the Museum and finished filming on interactive films/displays for the general public. These films were on 4 topics: **Scotland's Challenges** – showing the diverse range of rescues and locations we cover, **Control** – interviews with personnel from East Control Tollcross, **Learning the job** – interviews with a retired firefighter, 2 new Trainees, a long serving Instructor, a retired Area Commander and filming of TC courses and **Firefighting Families;** interviews with personnel who have other family members working within the service.
UFAS	The final delivery of the UFAS project remains linked to the CCF project. With the potential delays to CCF the UFAS Implementation Group are identifying alternative delivery models.
Safe and Well	The Safe and Well Pilot has been completed and evaluated. The information from the evaluation report will be used to identify the next steps in the project plan.

Service Delivery Areas	WEST
Item	Commentary
Area On-Call Support Watch Commander Seminar	The West Service Delivery Area (WSDA) held an online seminar and engagement session with On-Call Support Watch Commanders aligned to Local Senior Officer (LSO) areas within the West. This enabled engagement and interaction with their peers whilst providing updates on developments within the SFRS. The provision of Strategic updates was delivered by Deputy Assistant Chief Officer Stephen Wright and the National On-Call support team provided information on a variety of recruitment matters including attraction, available resources and the Pre-Recruitment Engagement Programme. The event held on 1st October, was planned and led by Station Commanders with the On-Call reference within their respective LSO areas and support was provide by members of the WSDA Business Support Team. Fourteen On-Call Support Watch Commanders attended the event which included breakout sessions where the key areas of focus were: • Roles and Responsibilities • Recruitment and Attraction • Training and Development • Availability Management • Challenges • Good Practice Excellent feedback was provided by the group for improvements of local and national delivery. An action plan is being created to ensure that the numerous good practices and challenges that were identified throughout the event can be shared and progressed as appropriate. It is the intention to roll out a wider engagement session with representatives from all On-Call stations within the West Service Delivery Area.
Official opening of co-location at Clarkston Community Fire Station	The official opening of a new co-located Scottish Ambulance Service (SAS) response and training facility at Scottish Fire and Rescue Service's Clarkston Community Fire Station was held on 21st July. The SAS has established six co-locations in the West region to further enhance its provision in the area.

	The sites in the West that have already gone live are Clydesmill, Calton, Johnstone, Maryhill and Castlemilk. Co-locations are also being established at Dreghorn and Ardrossan, which will go live later this year as part of the Service's Demand and Capacity Programme. Clarkston will be operating as a training station, allowing SAS and SFRS colleagues the opportunities to train together in downtime to build on existing relationships, thus optimising inter-agency working at the scene of an incident. SFRS always welcome ways to work more closely with key partners and already enjoy a close working relationship with the Scottish Ambulance Service, but these moves will ensure operational crews are even more aligned in their preparation and response to emergencies.
Service Delivery Areas	**EAST**
Welcomed Feedback from HMFSI inspection	The Head of Service Delivery for the East of Scotland welcomed initial feedback from the HMFSI inspection team 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 with operational crews, middle managers, stakeholders and partners. The areas of focus have included Stirling, Clackmannanshire, Fife, Mid Lothian, East Lothian and the Scottish Borders. Areas still to be inspected are the City of Edinburgh, Falkirk and West Lothian. The inspection is progressing well and is estimated to be completed by the end of 2022
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 the business support team can confirm another event is planned for the 18th November 2022. The celebration will allow the service to demonstrate its gratitude to those members of staff entitled to the medal.
Operation London Bridge	The recent passing of HM Queen at Balmoral saw the activation of Operation Unicorn. Op Unicorn is the multi-agency planning arrangements that have been developed since 2014. Led by the Lord Lyon King of Arms and Scottish Government, our contribution to Op Unicorn has been to maintain our core role in the community whilst supporting our partners in the safe delivery of the Operation. On activation, Scottish Fire and Rescue Service stood up a Command Room, a Logistics Cell, and supported the Op through

	various multi-agency command rooms and Event Support Rooms. A number of Prevention & Protection activities were implemented, including, engagement with every domestic and business premises within the Royal Mile area of Edinburgh. Tactical Liaison Officers were deployed throughout the event area to facilitate a safe response to fire calls and minimise disruption to the Op. In addition, SFRS resources supported the coffin convoy from Balmoral to Edinburgh which included both uniformed and support staff colleagues. Recognition and thanks for our contribution to the Operation have been received from the Royal Family and from the First Minister.
Increased operational activity	A period of extreme hot and dry weather over the last quarter resulted in an increase in operational activity for the East of Scotland. Typically rainfall for the East of Scotland over the summer months averages 70mm per month, 2022 saw averages of 28mm and in certain areas of Fife this was less than 20mm. To compound the issue the average temperature during the summer was 5 degrees celsius above average and in certain areas temperatures exceeded 33 degrees celsius. Consequently operational activity for the East increased dramatically, namely fires involving vegetation and agricultural land. The areas most affected included West Lothian and Fife.
Service Delivery Areas	**NORTH**
Rural Warden and Wildfire engagement	SFRS teams from across PKAD, Highland and ACAM have continued to develop strong multi agency partnerships to provide outdoor safety and wildfire prevention advice across the area. Personnel have worked with Nairn, Badenoch & Strathspey CPP, Cairngorm National Park Visitor and Wildfire forum, Inverness & Nairn Visitor Management Group and Highland Council Countryside Rangers Service delivering joint patrols of Loch Ness and heavily visited tourist locations, providing advice and distributing risk reduction materials. In Aberdeenshire a partnership including The Aberdeen Countryside Rangers, Scottish Ambulance Service, SFRS and Police Scotland undertook the 'Walks and Talks' Initiative. Designed to educate P6 and P7 pupils on the dangers, effects and consequences of deliberately setting wildfires.
Challenging Poverty in Angus	Personnel in Angus continue to develop SFRS's role in supporting local communities developing a number of initiatives to help with the cost of living crisis.

	On call teams in Carnoustie, Montrose, Arbroath & Kirriemuir continue to run a foodbank from Carnoustie Community Fire Station as well as collecting and distributing winter clothing and school uniforms across the area and have recently developed a food vouchers scheme in partnership with Tesco in Montrose. The support being provided by SFRS within in Angus continues to grow with other stations developing and adapting ideas contributing to the CPP priority to challenge poverty.
On Call Pre-Recruitment Engagement Programme (PREP)within WIOS	WIOS personnel have built on the success of the initial PREP course held in Stornoway, which saw 20 out of 21 candidates successfully move to Task and Task Management with 15 of these passing out in August. A further 22 candidates are now engaged in PREP across WIOS demonstrating a significant upturn in both applications and success rate.
Long Service Good Conduct	Following a pause in Long Service and Good Conduct Ceremonies over the last two years, SFRS personnel's commitment has been recognised at ceremonies in Dundee, Aberdeen, Lerwick, Kirkwall and Dornoch with ceremonies scheduled for Fort William and Inverness.
Charity Events, Car Wash & presentations	Personnel across the NSDA have undertaken a number of charity and fundraising events with AC David Murdoch (Chair of FST) and DACO Wood attending a charity presentation at Banchory Fire Station on behalf of the Family Support Trust to receive a cheque for £5000. Personnel at Banchory have raised a total **£22,000 for SFRS Family Support Trust over the past six years.** Kingsway Amber Watch held a Firefighters Charity Car Wash raising £694 to be split between the FF Charity and Children's Ward Ninewells. Montrose charity car wash saw donations supporting over 65 group in Montrose. Stonehaven charity car wash raised over £1300 for the Firefighters charity and the following week attended Stonehaven harbour to promote community safety and recruitment as part of the Summer TAP

New Driver Early Intervention Initiative	SFRS personnel are helping to deliver a powerful road safety message across the NSDA in partnership with Police Scotland. Aimed at new drivers and experienced driving instructors to future signpost the engagement. The videos take the audience through a real-life scenario, caught on a 'go pro camera'. The young adults are on their way to a car meet, however, due to distractions within the car caused by the passengers, they are involved in a serious accident – all viewed from the perspective of the front passenger. This is soon replaced by a real-life story from a family member who discusses the effects of losing a loved one, who was involved in the incident.
TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
Command and Control Futures	
Item **Overall Project Status**	Commentary 9th September 2022 saw the completion of the Remedial Advisory Process with appointed consultants "Mason's Advisory". Upon the completion of this phase, both SFRS and the Supplier (Systel) were provided with a single shared report with a set of detailed actions, steps and remedial processes intended to move the project closer to completion. It should be noted however: - The Remedial Advisor was unable to complete 4 of the 9 aspects assigned to them within the scope, citing a lack of available information, documentation and resource investment to support the process from the supplier; - The bulk (if not nearly all) actions were for the supplier; and - The Supplier took around 5 weeks to provide a response to this action plan. Following this period (and on receipt of the response from Systel) the SFRS have pursued the following actions: - Continued professional review and advice from the Senior Counsel (KC); - Review of options and risks to support project decision making in the short to medium term; - A refreshed assessment of the existing legacy CCMS platforms, in order to document fragility, risk and potential options; and

	- Continued investment of time and resource in the establishment of a Disaster Recovery (DR / fallback) system with one of the existing CCMS Suppliers, in order to preserve and promote resilience.
Operational Assurance	
Item	Commentary
Learning from HS events and OA	Safety and Assurance are currently managing a total of 24 action plans stemming from significant events. These will be managed and progressed through the newly established Organisational Learning Group. 14 plans emanate from Health & Safety (HS) investigations and 13 from Operational Assurance (OA) activities.
Significant Work undertaken by the OA Department	Level 4 Wildfire incident Debrief – A Powerpoint Presentation is now complete and Operational Assurance are ready to commence a structured debrief. Contact to be made with Debrief lead. Operation Unicorn/London Bridge – contact has been made with debrief lead and confirmed that a debrief is required. Work has now commenced to capture learning. Operational Assurance have completed the Wholetime Supervisory awareness sessions. 'On-call' and Operations Control sessions now being planned.
National Operational Learning (NOL)	SFRS hosted the most recent National Operational Learning User Group (NOLUG) at SFRS Headquarters, Cambuslang. The Albert Drive case study was presented to the group with very positive feedback regarding the openness from SFRS and the learning shared from this incident.
National Review of Operational Assurance	OA continue to work with other FRS's across the country (and world) to review the role of Operational Assurance and the Operational Assurance Officer to identify areas of best practice and identify key learning.
Frontline Updates	Gorse Park Frontline Update published. The Frontline Update for Elephant House, Edinburgh is in final stages of draft. Once reviewed, this will be published and available for all staff.
OA21	The OA 21 Report for the Kirkcaldy Entanglement has been written and is out for consultation with members of the Safety and Assurance Sub Group. This will progress to the National Safety and Assurance Board once recommendations are agreed by SASG.

Operational Training	
Item	Commentary
Firefighter Foundation Programme – Wholetime (WTFFFP):	A total of 71 Trainee Firefighters graduated in August 22 with all staff now joining watches across all three Service Delivery Areas (SDAs) in September 22. Courses T5/22 and T6/22 commenced as of 5th September and 7th September, with a total of 96 new entrants joining SFRS. Due to the Queen passing, slight rescheduling has taken place though courses remain on target and are progressing well. The WTFFFP course content has been reviewed and will be reduced by 2 weeks which will allow additional capacity for the delivery of other training courses. Trainee training hours, and the removed course content will be accommodated in other ways and the potential for some virtual learning is being scoped.
On Call Project Plan 2023 and On Call PSTs	TSA staff are working closely with Workforce Planning (WFP) on Project Plans for 2023 to ensure Operational Training is programmed to maximise the return of On Call staff and to reduce the waiting period between application and attendance at Task and Task Management Courses. There has been significant On Call PST activity to support operational resilience and LSO recruitment, particularly in rural areas. SFRS training centres carried out PSTs to support recruitment challenges and lead to enhanced operational training delivery. A pilot has been completed in MELSB to consider supervisory officers in stations supporting PST work with a view to expanding this further and increasing instructional staff capacity.
Operational Driver Training	Tri-Service Driver Training Collaboration Group (DTCG) workstream now well established with monthly meetings and benchmarking exercises complete. Through the DTCG, work is being progressed to pursue a reassessment model for ERD refresher/assessment courses in line with current practices in Police Scotland. This is intended to increase the number of qualified drivers on each day long course from 1 to 6. Partnership work with Police Scotland in progress with 2 x FDO Cat B courses due to be delivered by Police Scotland in the coming weeks.

	Collaboration with SAS continues regards ATV instructor courses and engagement held with SAS driver training/SORT management and UKRS (UK Rural Skills) regarding standardised ATV training and delivery across Scotland in preparation for arrival of Wildfire ATV's.
Incident Management	ICL1 now being facilitated across TSA Training Centres which supports enhanced candidate experience and significant travel and accommodation savings. ICL2 and 3 refreshers courses are continuing to be delivered and assessed remotely with ICL3 Development courses now completed following outcomes of the AC process. IC Training will continue to support continued promotion campaigns at Supervisory and Middle Manager levels.
Specialist Rescue and Incident Support	Newly established Tri Service Collaboration Group initially met to explore shared training opportunities for specialist rescue skills with colleagues from Police Scotland and SAS. Tactical Hazmat – Course commenced on Monday 12th September with 11 students from across all 3 SDAs. Detection Identification and Monitoring (DIM) follow up course has been agreed with Glasgow Scientific Centre for Jan/Feb 23. This will significantly enhance the HazMat/DIM response across all SDAs.
Operations Control Training	Firefighter Control Foundation Programme (FFCFP) 2/2022 started 29th August 2022 and has been progressing well with no issues.
SFRS Operational Clinical Governance	This update provides general progress made since the previous report in May'22 to the SFRS Service Delivery Committee (SDC). Strategic highlights; • A business case is being prepared for submission to Asset Management Liaison Board with a view to commence procurement in Q4 2022/23 for certain pieces of enhanced equipment namely, Pulse Oximeters, that measure blood saturation and Oxygen Therapy Masks. This will comply with SAS oxygen guidelines and provide the opportunity for continuity in care in the handover of casualties from SFRS to the SAS when patients with either acute or chronic medical conditions present themselves.

	• SFRS Operational Assurance Function liaising with SAS following action from the Clinical Governance Technical Working Group (CGTWG) to identify response improvements and examine incident activity trends, something we hope to show SDC in due course. SFRS will continue to review training and procedures to take account of this change and ensure SFRS response is consistent with SAS principles. • Reach Back procedure became live as of June 2022 – in summary this is where there can be a delay in SAS responding to casualty care incidents where SFRS crews are in attendance. If SFRS require an ETA, the SFRS Operations Control can call through to SAS Operations Control for this information. Should SFRS require any clinical input we have now been provided with a direct dial number to speak with a clinician. This ensures that the patient is receiving the correct response and can potentially reduce SFRS waiting on scene. Additional Updates; • ICAT Operator Course review completed following SAS recommendations – Course delivery commences December 2022 ensuring training to the current Casualty Care standards for all SFRS personnel concerned. • Casualty Care Video content completed and supplementing SFRS Training for Operational Competency. • SFRS Practitioners Group formed and taking forward training actions from CGTWG. • SFRS National Training Standard has been amended to reflect course delivery improvements and outcomes of SFRS/SAS MoU for Clinical Governance.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/32-22

Agenda Item: 8.1

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 2022**							
Report Title:	**QUARTERLY PERFORMANCE REPORT Q2 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 second quarter performance for fiscal year 2022-23, this report is intended for circulation to the Service Delivery Committee (SDC).
2	**Background**
2.1	The Quarterly Performance report provides key performance indicators (outlined for 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.
3	**Main Report/Detail**
3.1	6 KPI targets achieved (2 shown as amber / fire casualties indicators shown as green likely to change due to inaccurate data); 7 KPI targets missed.
3.2	Operational demand across the quarter is the highest since 2013-14.
3.3	Fires are 3 per cent higher than same period last year; False alarms up 6 per cent; Non-fire (Special Service) down 2 per cent.
3.4	Three fire fatalities reported in quarter. All female, 2 in dwellings and 2 aged 60+. Fire casualties from accidental dwelling fires down 50 per cent on last year
3.5	All Home Fire Safety Visits are down on last year and to those recorded as ‘high risk’.
3.6	No substantial change in call handling or response times.
3.7	Retained availability at 71 per cent, Wholetime availability at 92 per cent
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 Q2 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:	David Farries, Assistant Chief Officer, Director of Service Delivery

Links to Strategy and Corporate Values

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

Governance Route for Report	Meeting Date	Report Classification/ Comments
Senior Management Board	*16 November 2022*	*For Noting*
Service Delivery Committee	*29 November 2022*	*For Scrutiny*

Strategic Planning, Performance and Communications

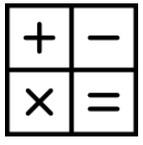
SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Performance Report 2022-23 Q2

About the statistics in this report

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

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



KPIs

Q2 in summary

The second quarter in 2022-23 is the highest reported quarter for operational activity and year-to-date activity also at its highest.

Fires (17,087) are at their highest since 2013-14 (17,458) and the number of False Alarms (28,026) reported have only been surpassed once (2019-20 - 28,169) since the formation of Scottish Fire and Rescue Service.

Non-fire (Special Service) were at their highest last year (7,685) now followed by 2022-23 (7,531). Inter-Agency type incidents continue to account for more than 40 per cent of all non-fire activity.

Deliberate fires have historically accounted for 58 per cent of all reported fires. 2022-23 (year-to-date) shows deliberate fires at 60 per cent. Where motive is 'not known' it is grouped with 'accidental'. 16 per cent of all fires had motive recorded as 'not known' in the second quarter and 13 per cent in the first quarter. The historical average is seven per cent.

Fire casualties are at an all-time low but are known to be under-reported for the quarter and the year so far. Steps to address data quality concerns are being worked on whilst quality assurance activities continue to correct errors identified and revise reported figures retrospectively.

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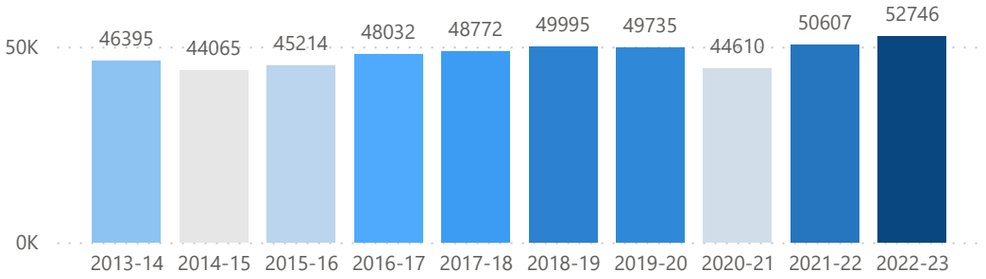
2022-23 Q2 - Summary (year-to-date)

Strategic Planning, Performance and Communications

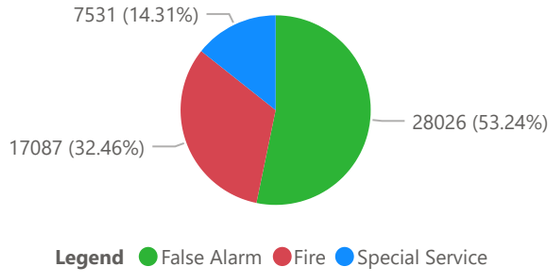
Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth

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

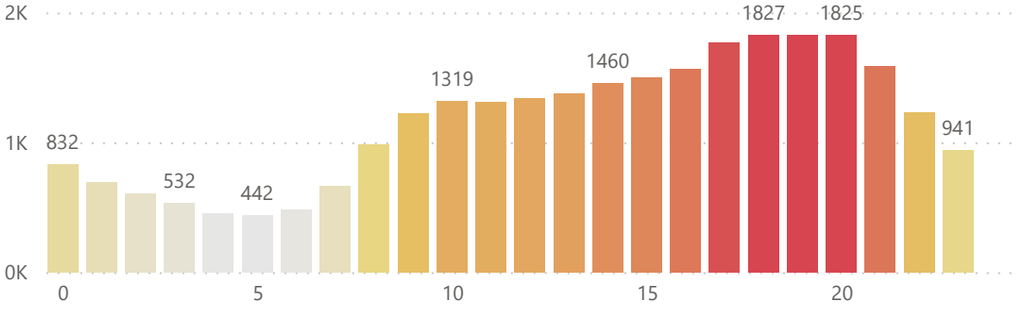
Incidents attended



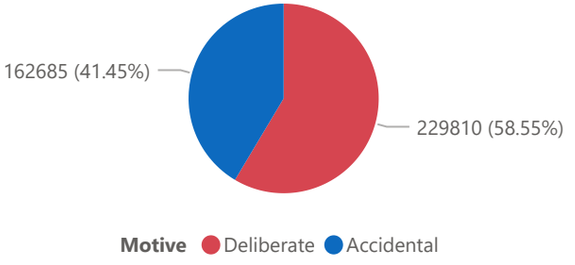
Incident activity



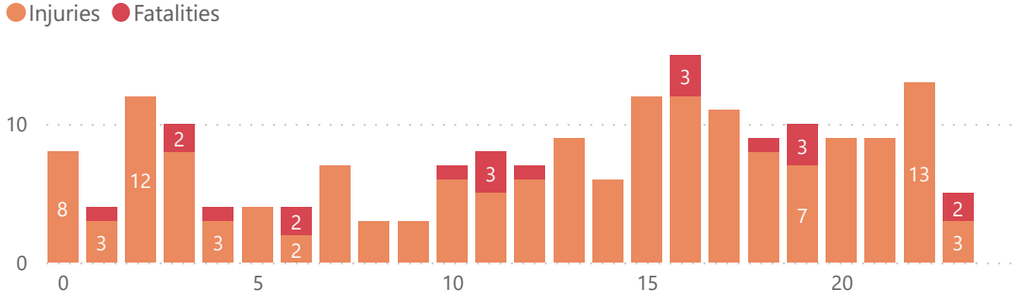
Incidents by hour of day



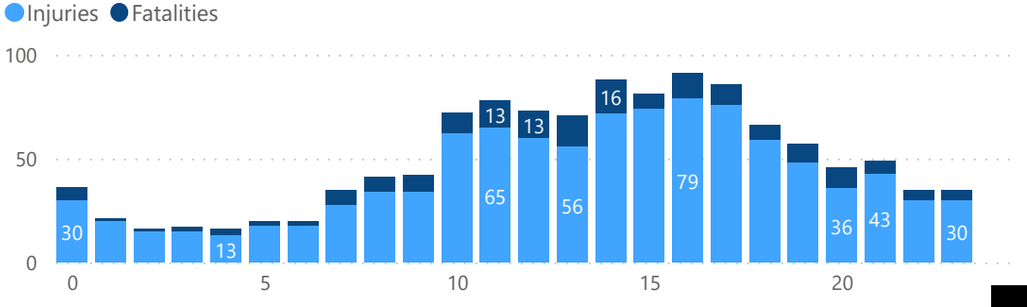
Fire motive



Fire casualties by hour of day



Non-fire casualties by hour of day



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2022-23 Q2 - Service Delivery Committee Report (Summary)

Strategic Planning, Performance and Communications

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

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

Indicators - With target

ID	PMF Indicator	RAG	Objective	Target	Curr 3-yr ave.	2022-23	2021-22	2020-21
1.01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	Amber	Reduce based on 3-year moving average	760	754	818	760	685
1.02	Number of deliberate primary fires	Red	Reduce based on 3-year moving average	1,363	1,428	1,524	1,398	1,362
1.04	Number of refuse and vehicle fires	Red	Reduce by 10% based on 3-year moving average	4,698	5,286	5,624	5,446	4,788
1.05	Number of Unwanted Fire Alarm Signals incidents attended in non-domestic premises	Amber	Reduce based on 3-year moving average	13,538	13,418	15,073	13,749	11,432
1.06	Number of accidental dwelling fire fatalities	Red	Zero fatalities	0	13	10	12	16
1.07	Number of fire fatalities	Red	Reduce based on 3-year moving average	18	18	15	17	22
1.08	Number of fire casualties (excluding precautionary checks) from accidental dwelling fires	Green	Reduce by 3% based on 3-year moving average	231	193	109	232	239
1.09	Number of fire casualties	Green	Reduce based on 3-year moving average	342	273	164	308	347
1.1	Number of Home Fire Safety Visits conducted	Red	Increase based on previous year	20,432	16,515	19,685	20,431	9,429
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	Red	Increase based on 3-year moving average	9,087	7,428	7,654	9,874	4,755
1.14	Number of accidental dwelling fires broken down into severity categories - low	Green	Reduce based on 3-year moving average	995	956	888	995	985
1.15	Number of accidental dwelling fires broken down into severity categories - medium	Green	Reduce by 3% based on 3-year moving average	954	941	871	993	960
2.07	Number of accidental dwelling fires broken down into severity categories - high	Red	Reduce by 5% based on 3-year moving average	123	127	120	131	129

Indicators - No target

ID	PMF Indicator	Curr 3-yr ave.	2022-23	2021-22	2020-21
1.03	Number of Road Traffic Collisions attended	925	1,080	996	699
2.01	Number of incidents attended	49,307	52,704	50,607	44,611
2.03	Number of incidents attended at the request of other agencies	656	665	729	575
2.04	Number of effect entry/exit incidents attended	2,070	2,186	2,187	1,836
2.05	Number of non-refuse secondary fires	6,244	6,942	6,869	4,921
2.11	Percentage of Inspections carried out in line with Operational Intelligence Framework	1,465	1,792	1,547	1,055
2.12	Number of audit actions arising from Operational Assurance process	16	28	6	13
2.13	Number of Hydrant inspections carried out	9,213	9,896	14,276	3,467

Indicators - No target

ID	DisplayName	2022-23	2021-22	2020-21
2.06a	Average/Median response time (East)	8.8	8.0	8.0
2.06b	Average/Median response time (North)	9.4	10.0	10.0
2.06c	Average/Median response time (West)	7.5	8.0	7.0
2.08a	Average/Median call handling time (East)	1.3	1.0	1.0
2.08b	Average/Median call handling time (North)	1.7	2.0	2.0
2.08c	Average/Median call handling time (West)	1.2	1.0	1.0

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

Strategic Outcome 1 in summary

The number of Home Fire Safety Visits conducted for the year is four per cent lower than in 2021-22 and 44 per cent lower than the three year average prior to the pandemic. In the North SDA visits were up three per cent on 2021-22 and in the East and West SDA visits were down by ten and four per cent.

High risk visits were down on the previous year and down 18 per cent on the target. Across the three SDAs visits were down 17 per cent (North), 30 per cent (East) and 22 per cent (West).

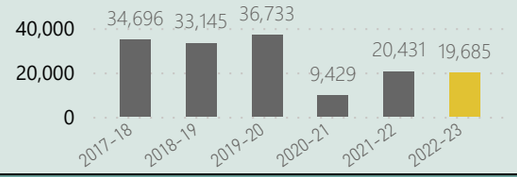
Indicators for Unwanted Fire Alarm Signals (UFAs) and fires in non-domestic buildings were down by less than one per cent. The number of incidents attended in these categories may increase once all outstanding incident reports are complete hence performance to target shown as 'amber'.

No target is set for completed fire safety audits but we can see from the figures reported year-to-date that there is a continued return to historical levels following the 2 years affected by the pandemic.

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?

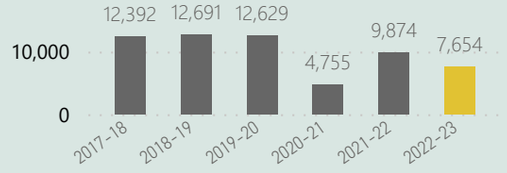
Number of Home Fire Safety Visits conducted



Increase based on previous year

-3.7%

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



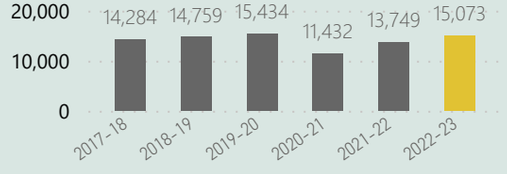
Increase based on 3-year moving average

-18.3%

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 incidents attended in non-domestic premises



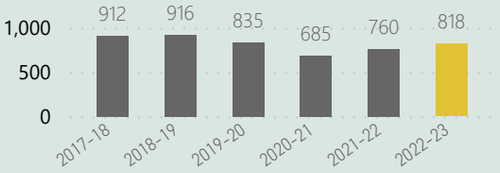
Reduce based on 3-year moving average

-0.9%

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

How effective are we at protecting our built environment?

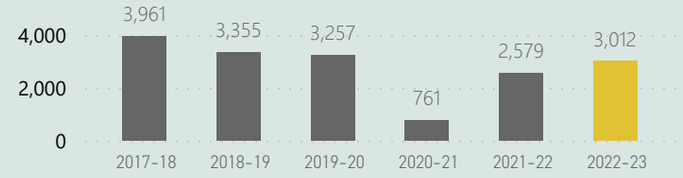
Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)



Reduce based on 3-year moving average

-0.7%

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



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

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

Strategic Outcome 1 in summary (cont.)

In the second quarter there were three fire fatalities recorded, two reported in dwellings. One has been confirmed as 'fire related' with two still 'not known'. All three casualties were female, two aged over 60 and one 'not known'.

Fire casualties continue to report at an all time low* and continue to significantly meet target. The reduction of fire casualties from accidental dwelling fires on last year alone is greater than 50 per cent.

Deliberate primary had been ahead of target after the first quarter however the second quarter this year was the highest (790) since Q1 2017-18 (913).

Refuse and vehicle fires during the quarter were the third highest over the last seven years. The target rate of incidents (three-year average minus ten per cent) was 4,698 and 5,624 have been recorded.

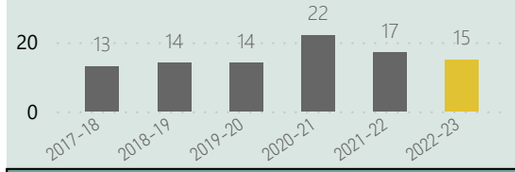
Road traffic collisions during the quarter (600) were back in-line with historical pre-pandemic average. A lower first quarter (480) has meant that year-to-date activity is still lower than 2019-20.

* - At time of writing 30 incidents attended have been found to contain 'casualties' but attending crews have failed to record. Quality assurance procedures will correct these to ensure they are reflected in future reports,

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?

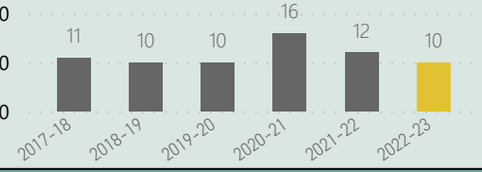
Number of fire fatalities



Reduce based on 3-year moving average

1.9%

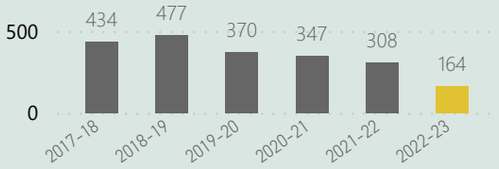
Number of accidental dwelling fire fatalities



Zero fatalities

0

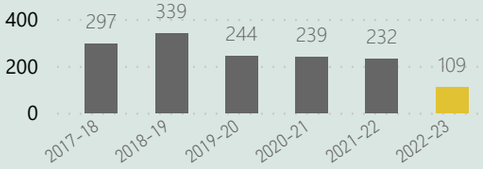
Number of fire casualties



Reduce based on 3-year moving average

-20.1%

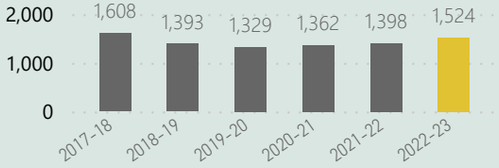
Number of fire casualties (excluding precautionary checks) from accidental dwelling fires



Reduce by 3% based on 3-year moving average

-16.4%

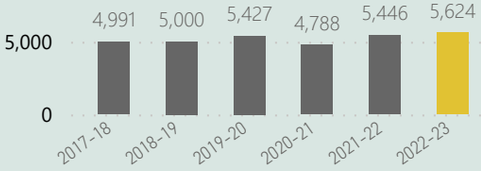
Number of deliberate primary fires



Reduce based on 3-year moving average

4.8%

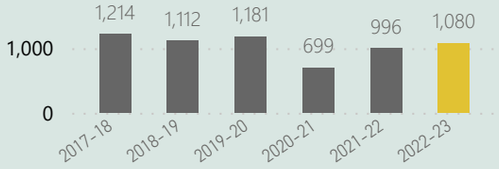
Number of refuse and vehicle fires



Reduce by 10% based on 3-year moving average

12.5%

Number of Road Traffic Collisions attended



Monitor

996

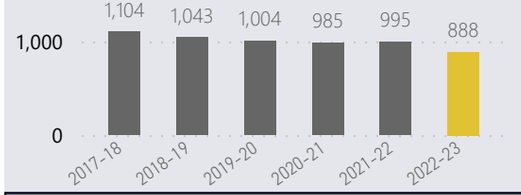
V2.0

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

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

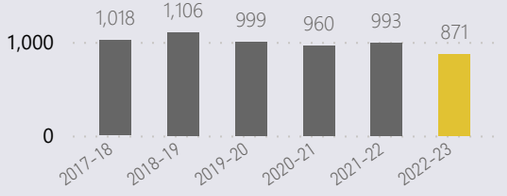
How effective and efficient is our emergency response?

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



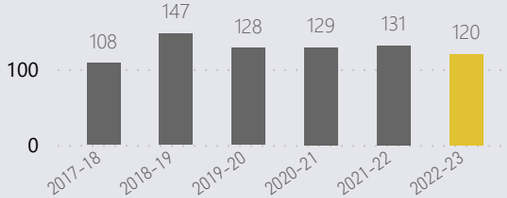
Reduce based on 3-year moving average: -3.89%

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



Reduce by 3% based on 3-year moving average: -1.38%

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



Reduce by 5% based on 3-year moving average: 3.09%

How do we demonstrate we are more flexible?

Q2 only

Top 10 incident types	Total
01. False Alarm (UFAS) (29.7%)	8255
02. False Alarm (Dwelling) (14.9%)	4136
03. Outdoor Fire (12.2%)	3382
04. False Alarm (Good Intent) (8.6%)	2394
05. Refuse Fire (8.5%)	2358
06. Special Service - Effecting entry/exit (4.0%)	1101
07. Dwelling Fire (3.7%)	1034
08. Other Primary Fire (2.5%)	706
09. Special Service - RTC (2.2%)	600
10. Vehicle Fire (1.9%)	529

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

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

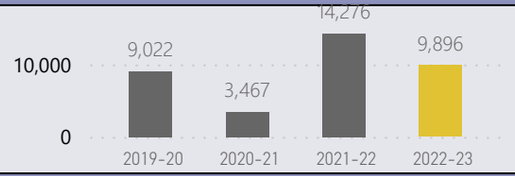
Average/Median call handling time

Year	Call handling times	Call handling times, East	Call handling times, North	Call handling times, West
2022-23	1.30	1.30	1.67	1.20
2021-22	1.27	1.22	1.82	1.20
2020-21	1.32	1.20	1.77	1.20
2019-20	1.22	1.12	1.52	1.12
2018-19	1.22	1.17	1.52	1.15
2017-18	1.17	1.17	1.45	1.07

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

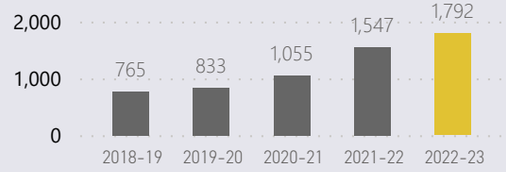
How do we know that we have the right resources in the right places at the right time?

Number of Hydrant inspections carried out



Monitor: 14,276

Percentage of Inspections carried out in line with Operational Intelligence Framework

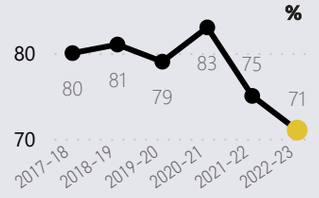


Monitor: 1,547

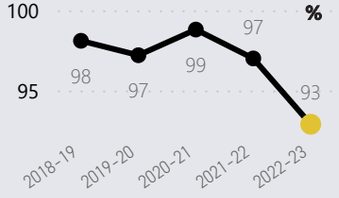
We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

How do we demonstrate we maintain a strong presence across Scotland?

Percentage of availability for Retained Duty System Appliances



Percentage availability for Wholetime Appliances



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

Strategic Outcome 2 in summary

Low and medium severity accidental dwelling fires continue to meet the target but slightly higher activity in the second quarter means that the reductions reported after quarter one have slowed.

High severity occurrences had a five per cent reduction against the three-year average target of 123, but the current three-year average stands at 127. Year-to-date activity is currently 120 fires.

False alarms and outdoor fires consistently remain within the top five incident categories constituting three-quarters of all incidents attended. In terms of non-fire incidents, 'effecting entry/exit' and RTCs also appear in the top ten incident types attended accounting for a little over six per cent of overall attendance.

Call Handling times are unchanged from the previous quarter and no significant change from the previous second quarter. Since 2017-18 there is an eight second variance in times recorded. Response times also show no significant change from the previous quarter and no change from the previous year.

Calls to assists other agencies are lower for this year versus last but still show an increasing rate of attendance over the years before the pandemic. Similarly, calls to effect entry/exit continue to rise year-on-year and are 20 per cent higher than reported in 2019-20.

Non-refuse secondary fires have risen slightly over last year, with both of the last two years showing a marked increase over the years before the pandemic.

No data was submitted for audit actions which remain unchanged from the first quarter.

Availability of crews has reduced sharply for both Retained and Wholetime personnel but caution has been advised from Operations Control over the accuracy of the Wholetime figure.

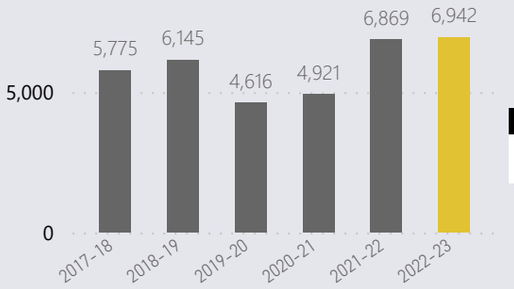
We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology

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

Average/Median response time

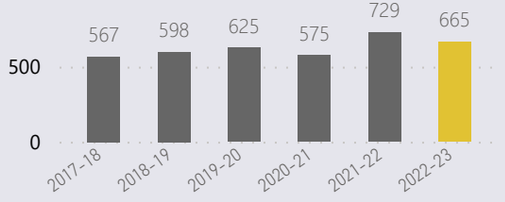
Year	Average/Median response time	Average/Median response time (East)	Average/Median response time (North)	Average/Median response time (West)
2022-23	8.20	8.80	9.40	7.50
2021-22	8.20	8.50	9.60	7.60
2020-21	8.00	8.20	9.50	7.30
2019-20	7.60	8.00	8.50	7.10
2018-19	7.80	8.00	8.70	7.25
2017-18	7.50	7.70	8.30	7.00

Number of non-refuse secondary fires



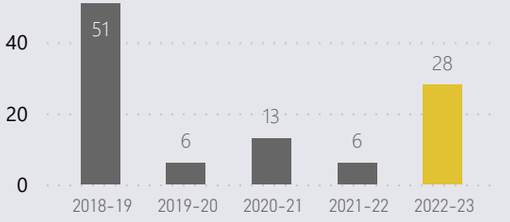
Monitor: 6,869

Number of incidents attended at the request of other agencies



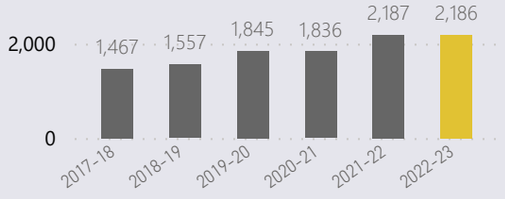
Monitor: 729

Number of audit actions arising from Operational Assassurance process



Monitor: 6

Number of effect entry/exit incidents attended



Monitor: 2,187

V2.0

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/33-22

Agenda Item: 8.2

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 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	Members have also been provided with the closing statement from the Command and Control: Aspects of Incident Command Action Plan to note.
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 November 2022 and September 2022 are noted below.

3.3	**Operational Risk Information**
3.3.1	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**.
3.3.2	The completion of 20 actions has already been agreed – these are shaded grey and do not need further scrutiny. SDC members are asked to scrutinise the remaining five actions, and: • Approve the recommendation that the remaining actions are closed off as 'business as usual'. There is clear evidence that each of the recommendation has been given due regard and that work is ongoing to deliver against the actions identified. Each of the outstanding actions will continue to be monitored via the Emergency Service Mobile Communication Programme and the In-Vehicle Solutions Project via the Digital Board.
3.3.3	If the recommendation above is approved, the remaining actions will be marked as 100% complete for the purposes of this action plan. A closure report will then be submitted for the next reporting period.
3.4	**Planning and Preparedness for Covid-19 Update**
3.4.1	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. The Action Plan was agreed by the Strategic Leadership Team in April 2021 and is attached as **Appendix C**.
3.4.2	The Plan contains a total of 14 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.
3.4.3	To date, 10 actions have been completed, and five actions remain. Members of the SDC are asked to scrutinise the remaining five actions (in white), and: • **Action 3.2.12**: Approve the recommendation to close the action as 'business as usual'. There is clear evidence that the recommendation has been given due regard and that revised Unwanted Fire Alarm Signal arrangements will be implemented. The UFAS Project is well established and is being monitored via the Corporate Risk and Performance Report. • **Actions 3.2.13 & 3.2.15**: Approve the recommendation to close the action as 'business as usual'. There is clear evidence that the recommendation has been given due regard and that the Service Delivery Model Programme (SDMP) will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. SDMP is well established and is being monitored via the Change Committee. • **Actions 3.3.4 & 3.3.13:** Approve the request of a revised due date of **December 2022**. This extension will allow necessary amendments to a report to be made as a result of feedback received via governance.
3.4.4	The overall RAG rating for this Action Plan is **green** and is noted as 95% complete. It should be noted that there are also two red actions on this Action Plan (3.3.4 & 3.3.13) but the decision was taken to mark the overall as green as it is anticipated that these outstanding issues will be completed by the next reporting period.
3.5	**Fire Safety Enforcement Action Plan**
3.5.1	The HMFSI report on Fire Safety Enforcement arrangements was published in January 2018. The action plan contains a total of 20 actions to address the issues raised. The action plan is attached as **Appendix D**.
3.5.2	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.

3.5.3	SDC members are asked to scrutinise the remaining action and: • **Action 6.2:** Agree the closure of the Action. The Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard and SFRS are actively engaged in the UK wide National Fire Chief Council (NFCC) Risk Based Inspection Programme process which, when complete, will bring about a standard approach across the UK. The work is progressing and the NFCC work is due to complete at the end of 2023.
3.5.4	If the recommendation above is approved, the remaining actions will be marked as 100% complete for the purposes of this action plan. A closure report will then be submitted for the next reporting period.
3.6 3.6.1	**Local Area Inspections (LAI) National Recommendation Action Plan** 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.**
3.6.2	SDC are not required to scrutinise LAI action plans. 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.
3.6.3	There are eleven actions contained on the plan. These actions have been identified from the Local Area Inspections for Dumfries & Galloway, City of Edinburgh, Midlothian and the newly added action from Argyll & Bute. Of these actions, nine were previously completed and two local area action plans (City of Edinburgh and Dumfries and Galloway) progressed to completion.
3.6.4	The remaining two actions pertain to the Midlothian Local Area Inspection and the recently added Argyll and Bute Local Area Inspection. Members of SDC are asked to: • **Action M1:** Agree closure of the Action. The Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard and the project is now underway and part of the ICT workplan for 2022/23. Due for completion as part of business as usual in March 2023 and progress is being monitored by the SFRS Digital Board. • **Action AB1:** Agree closure of the Action. The Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard. The project is underway, due to complete in December 2022 and managed by Training, Safety and Assurance.
3.6.5	If the recommendation above is approved, the remaining actions will be marked as 100% complete for the purposes of this action plan. The Action Plan will only be updated when new National Recommendations are identified from Local Area Inspections.
3.7 3.7.1	**Command and Control: Aspects of IC** The remaining actions of the above plan were previously signed off as complete.
3.7.2	To complete the administrative process, SDC members are now provided with the closing statement from the Action Plan, **Appendix F**.
3.7.3	SDC members are asked to note the content of the closing statement.

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 approve the recommendations made. • Scrutinise the Planning and Preparedness of Covid action plan, attached as **Appendix C** and approve the recommendations made. • Scrutinise the Fire Safety Enforcement action plan, attached as **Appendix D** and approve the recommendations made. • Scrutinise the Local Area Inspection National Recommendations action plan, attached as **Appendix E**, and approve the recommendations made. • Note the content of the Command and Control: Aspects of Incident Command Closure Statement, attached as **Appendix F**, and agree formal closure of the Plan.
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
6.6	Appendix F – Command and Control: Aspects of Incident Command Closing Statement
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:	Louise Patrick, Interim Strategic Planning Manager
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 5: We are a progressive organisation, use our resources responsible and provide best value for money to the public.

Governance Route for Report	Meeting Date	Report Classification / Comments
Senior Management Board	*21 September 2022*	*For recommendation (Fire Safety Enforcement and Local Area Inspection)*
Senior Management Board	*16 November 2022*	*For recommendation (Operational Risk Info and Covid 19)*
Service Delivery Committee	*29 November 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	Nov-22	Feb-23	0	0	0	33	0	0	0	1	2	100%	

SMARTEU 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-22	SMARTEU Covid 19 Structured Debrief Summary	-	Mar-23		7	Sep-22	Dec-22	0	1	0	6	0	0	0	0	0	90%	

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	20	Sep-22	Dec-22	0	0	0	19	0	0	0	0	1	100%	
Feb-19	Provision of Operational Risk Information	SDC	Mar-22	Dec-22	25	Nov-22	Feb-23	0	0	0	20	0	0	0	5	0	100%	
May-19	Management of Fleet and Equipment	SDC	Mar-22		38	May-22	-	0	0	0	32	0	0	6	0	0	100%	Closed
Mar-20	Training of RDS Personnel	PC	Mar-23		31	Nov-22	Feb-23	0	6	2	23	0	0	0	0	0	90%	
Aug-20	Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	-	0	0	0	25	0	0	0	0	0	100%	
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26		15	Nov-22	Feb-23	0	2	0	10	0	0	0	3	0	95%	
Mar-21	Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-
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	11	Sep-22	Dec-22	0	0	0	11	0	0	0	0	0	100%	
Feb-20	Dumfries and Galloway	N/A	Jun-21	N/A	12	Sep-22	Dec-22	0	4	0	7	0	1	0	0	0	100%	
Jun-20	Edinburgh City	N/A	Apr-21	N/A	11	Sep-22	Dec-22	0	5	0	0	0	6	0	0	0	100%	
May-21	Midlothian	N/A	Mar-22	Mar-23	7	Sep-22	Dec-22	0	0	0	7	0	0	0	0	0	100%	
Dec-21	Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Sep-22	Dec-22	0	5	0	1	0	0	0	0	0	70%	

APPENDIX B

HMFSI PROVISION OF OPERATIONAL RISK INFORMATION - ACTION PLAN PROGRESS

Updated	Next Update

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-23**	Move to BAU	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. **16 November 2022: The previous action continues with a staged plan for interim and full solutions being presented to Digital Board on 1 December.** **As can be seen from the update provided above, there is clear evidence that the recommendation has been given due regard and that integration with Airwave will be fully scoped. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme. As such, it is recommended that this action is closed off as 'business as usual' and will be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**Green**	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	Move to BAU	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. **16 November 2022: A staged plan for interim and longer term solutions will be presented to Digital Board on 1 December.** **As can be seen from the update provided above, there is clear evidence that the recommendation has been given due regard and that Operational Intelligence information will be integrated into the ESMCP Mobilising System. This work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme. As such, it is recommended that this action is closed off as 'business as usual' and will be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**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-23**	Move to BAU	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. **16 November 2022: A staged plan for interim and longer term solutions will be presented to Digital Board on 1 December.** **As can be seen from the update provided above, there is clear evidence that the recommendation has been given due regard. This work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the Emergency Services Mobile Communications Programme. As such, it is recommended that this action is closed off as 'business as usual' will be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**Green**	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 (Mark Duffy)	Mar-20	Nov-22	Move to BAU	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. **16 November 2022: A staged plan for interim and longer term solutions will be presented to Digital Board on 1 December.** **As can be seen from the update provided above, there is clear evidence that the recommendation has been given due regard. The work is well established and being monitored via the Digital Board as part of the In-Vehicle Systems Project. As such, it is recommended that this action is closed off as 'business as usual' will be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**Green**	Operational Intelligence Work Plan. In vehicle solution project Board papers.

7. The Service should ensure, where possible, that there is suitable Wi-Fi connection at all stations in Scotland to ensure that the tablet devices are updated on a regular basis. The system should also include an automatic update function to ensure that there is no reliance on a manual update carried out by crews at stations.	7.2	Continue ongoing development to ensure a stable and reliable auto update function.	ICT Lead	Jan-20	Dec-23	Move to BAU	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. **16 November 2022: A staged plan for interim and longer term solutions will be presented to Digital Board on 1 December.** **As can be seen from the update provided above, there is clear evidence that the recommendation has been given due regard. This work is, however, dependent on the ESN Connect Project. The work is well established and being monitored via the Digital Board as part of the In-Vehicle Systems Project. As such, it is recommended that this action is closed off as 'business as usual' will be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**Green**	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.

APPENDIX C

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

Updated	Next Update
Nov-22	Feb-22

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 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	TBC	Move to BAU	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. **16 November 2022: The full delivery of the UFAS changes remain linked to the implementation of the Command and Control Futures changes. The focus of the implementation group has been to identify alternative delivery model for either full or partial delivery. The group have prepared a paper of a viable option and submitted this to the Unwanted Fire Alarm Signals Review Board.** **As can be seen from the updated provided above, there is clear evidence that the recommendation has been given due regard and that revised UFAS arrangements will be implemented. The UFAS Project is well established and is being monitored via the Corporate Risk and Performance Report. As such, it is recommended that this action is closed off as 'business as usual' as it features on the Annual Operating Plan for 2022/23 and will be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**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		Move to BAU	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. **16 November 2022: No change to the previous update. 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. CRIM remains in development.** **As can be seen from the updates provided above, there is clear evidence that the recommendation has been given due regard and that the SDMP will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. SDMP is well established and is being monitored via the Change Committee. As such, it is recommended that this action is closed off as 'business as usual' and continues to be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**Green**	

The SFRS should ensure that the more rural parts of the country are not deprived of investment as these are areas that will assist the organisation increase performance.	3.2.15	No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.	Andrew Girrity	1st Stage: Oct 23 - May 26		Move to BAU	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. **16 November 2022: No change to the previous update. 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. CRIM remains in development.** **As can be seen from the updates provided above, there is clear evidence that the recommendation has been given due regard and that the SDMP will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. SDMP is well established and is being monitored via the Change Committee. As such, it is recommended that this action is closed off as 'business as usual' and continues to be monitored accordingly.** **On the assumption that this recommendation is agreed, the action has been marked green and 100% complete for the purposes of this Action Plan.**	100%	Nov-22	**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	**2nd revised due date Dec-22**	In Progress	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. **16 November 2022: A version of the report was submitted for scrutiny, however, further amendments were requested.** **This action has moved to red due to the slip in original timescales.** **A further reviewed due date has been proposed of Dec-22 to allow the amendments to the report to be made.**	95%		**Red**	
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	**2nd revised due date Dec-22**	In Progress	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. **16 November 2022: A version of the report was submitted for scrutiny, however, further amendments were requested.** **This action has moved to red due to the slip in original timescales.** **A further revised due date has been proposed of Dec-22 to allow the amendments to the report to be made.**	95%		**Red**	
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).
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%	Aug-22	✓	**Central Staffing Business Rules** **Central Staffing OTR Reports** **OAG Agenda** **RBC COVID Monitoring Spreadsheet**
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
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 - Resumption of Joint On Scene

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%	May-22	✓	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%	Mar-22	✓	

APPENDIX D

HMFSI FIRE SAFETY ENFORCEMENT - ACTION PLAN PROGRESS

Updated	Next Update
Sep-22	Dec-22

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.	AC G. Pryde / GC Steven Corrigan (previously GM C. Getty)	Mar-20	**Dec-23**	Moved to BAU	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. **21 September 2022 Update and Pathway to Green:** **SFRS attended a further National Fire Chiefs Council (NFCC) workshop in June. Further discussion was held around Risk Based Inspection Programme (RBIP) models, relevancy of Fire Service Emergency Cover model (FSEC) codes, risk levels, impact of fire frequency and the weighting provided to scores on the audit form. Meeting arranged with Business Intelligence to look at our current approach and identify how fire frequencies used by the FSEC model can be updated to reflect modern fire frequencies. This information will assist in our new approach and will supplement the NFCC RBIP guidance which is due for consultation in October 2022.** **SFRS Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard and SFRS are actively engaged in the UK wide NFCC Risk Based Inspection Programme process which, when complete, will bring about a standard approach across the UK. The work is progressing and the NFCC work is due to complete at the end of 2023.**	**100%**	Sep-22	**Green**	Briefing note from 3 NFCC RBIP Meetings
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
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.
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-uniformed to uniformed where attraction of posts have been difficult. This will remain dynamically reviewed and form part of the overall P&P review in the following year period, in line with competency and risk rating review.

11. Uniformed enforcement staff should maintain their operational competency within the relevance of their role map to add to the resilience of the Service and these staff should provide operational cover when needed.	11.1	Confirm current position with Training and Employee Development. Look to develop a consistent policy and procedure for all non-operational uniformed staff to maintain their operational competence.	GM C. Getty	Feb-19		Complete		100%		✓	Training have now issued courses to initial tranche of FSE staff and are continuing to design courses that will maintain operational capacity within FSE.
12. The Scottish Fire and Rescue Service should look to create a guidance framework that would allow a more formal approach to continuing professional development and this should include Fire Safety Enforcement staff.	12.1	Enhance development of the E-Learning tool and communicate with Training and Employee Development regarding the provision of class based training. Prevention and Protection Directorate will lead on specific training events to assist with Continuous Professional Development and knowledge building in specialist subjects such as fact finding, evidence gathering and consistent forming of Notices.	GM C. Getty	Mar-19		Complete		100%		✓	FSE CPD events delivered. A number of external CPD events offered to assist with staff development. Staff expected to undertake further study to achieve a qualification and to maintain their CPD and competence.
13. The Scottish Fire and Rescue Service approach to the promotion of non-domestic fire safety through work other than inspections has been modest in comparison to active enforcement audit work. We recommend that the Scottish Fire and Rescue Service considers a more proactive approach to the use of campaign and awareness activity.	13.1	Develop strategy on what is to be communicated and when. Further details to be provided on internet site as before and release communications on good news stories and actions taken by the service, such as those who have been prosecuted. Topics to include Unwanted Fire Alarm Signals, Fire Risk Assessments and an overview of Scottish Fire and Rescue Service enforcement and its delivery within communities.	GM C. Getty	Sep-19		Complete		100%		✓	Social media feeds established. Engagement sessions held with sectors including AirBnB, Scottish Association of Self Caterers and Colleges and Universities.
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.
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
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.

APPENDIX E

HMFSI National Recommendations from Local Area Inspection Report - ACTION PLAN PROGRESS

Updated	Next Update
Sep-22	Dec-22

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	Moved to BAU	15 June 2022: Initial scoping document and proposal approved by AMLB. Project team now progressing this to next stage. This action has moved from red to amber due to the progress made against the new agreed timescale but acknowledging the slip in original timescale. **21 September 2022 Update and Pathway to Green:** **The procurement process has now started with two User Intelligence Group having taken place. The specification is being written in collaboration with Service Delivery and Asset Management. The plan is to award the contract by the end of calendar year with aim of having an initial batch of Digital Radios delivered by end of March 2023.** **SFRS Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard and the project is now underway and part of the ICT workplan for 2022/23. Due for completion as part of business as usual in March 2023 and progress is being monitored by the SFRS Digital Board.**	100%	Sep-22		
5. The LSO should seek clarification from procurement colleagues and national TED regarding the current status of the national supply contract of scrap cars and what remedial action can be taken to allow local procurement of suitable vehicles when they are unable to be supplied through the national contract for whatever reason. (Argyll & Bute LAI)	AB1	Ensure an adequate number of scrap cars (EOLV) are provided to allow WT & RVDS crews to maintain Core Skills inline with the Maintenance Phase Development Planner	Group Commander Operations/Training	Dec-22		Move to BAU	Opening Position Statement: The current supplier of scrap vehicles did not tender to provide vehicles to East and West Dunbartonshire, Argyll and Bute during the national procurement campaign, however, the area retains an informal means of sourcing vehicles from an approved supplier. A program has been established to provide scrap cars to stations over 2022, however, Volunteer stations do not have suitable activity space, therefore their allocation will be placed at the nearest Retained station. On call stations are being encouraged to work alongside each other to maintain skills in the meanwhile. **21 September 2022 Update and Pathway to Green:** **Procurement outcome confirming that there was no tender submitted to provide EOLV to Argyll & Bute. Authorisation provided by Procurement to allow Argyll & Bute to approach a supplier outwith the procurement process. Program detailing where vehicles have been provided and the timescales for delivery to stations has been created. Reduced supply and increased cost has led to Training and Safety Assurance implementing a hierarchy that will further reduce the availability of scrap vehicles for RTC training. Group Commander Training has written to Training Safety & Assurance Group Commander to highlight the background to the HMFSI action and to request that these points are considered when vehicles are available.** **SFRS Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard. The project is underway, due to complete in December 2022 and managed by Training, Safety and Assurance.**	100%	Sep-22		
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
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.
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 Specialist 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	✓	

APPENDIX F

Recommendation 1	The SFRS should, as part of the Incident Command Policy Review, reinvigorate fully inclusive governance structures for monitoring the practical application of the policy, to ensure stakeholder investment in the process.
Action Description	Review Incident Command Policy and Operational Guidance and engage with Training and SDA staff to create updated Policy through Focus Groups and Service Delivery Policy meetings.
Opening position statement at January 2021	Monitoring of this will be carried out by Operational Assurance (OA) and evidenced via the Incident Command Policy and Operational Guidance consultation and engagement. Officers are currently mobilised to undertake OA at all Level 2 incidents and above and it is done routinely at Level 1 incidents. Operational Learning is captured and feeds into Policy e.g. Incident Command Policy and Operational Guidance. Recent evidence of lessons learned influencing changes would include the review and enhancements made to Water Rescue procedures.
Closing position statement at August 21	Review of the Incident Command Policy and Operational Guidance complete.
Recommendation 2	**A strategic direction of travel for SOPs should be agreed and a programme of modernisation implemented, addressing the concerns of users and stakeholders such as HS&W, to ensure appropriate coverage of subjects and ease of use.**
Action Description	**Carry out a review of Standard Operating procedures and provide Options Appraisal to the Strategic Leadership Team.**
Opening position statement at January 2021	A project jointly resourced by Operations Function and Safety and Assurance to be agreed by the Strategic Leadership Team and undertaken during 2021.
Closing Position statement at November 21	A review of Standard Operating Procedures and the production of an Options Appraisal for the Strategic Leadership Team was carried out which led to the creation and commencement of the Document Conversion Project. The Project is due to launch in March 2023. ICT continue to work on the delivery of the platform to support the new style documents.
Recommendation 3	**Confidence in the use of the Operational Discretion Policy should continue to be promoted during incident command training, and culturally through operational assurance and improved attitudes to its use.**
Action Description	**Undertake a Thematic Audit on Operational Discretion (OD) and present results to the National Safety & Assurance Board.**
Opening position Statement at January 2021	The Operational Discretion Policy and its use by Incident Commanders forms an integral part of all SFRS Incident Command courses. Within the Decision-Making section of the courses the key questions that an Incident Commander must consider prior to using Operational Discretion are displayed, then a group discussion takes places regarding when it is justifiable to use this policy. importance of contemporaneous note taking is highlighted for all decisions, but particularly when key decisions are made and the use of Operational Discretion is authorised, thus post incident scrutiny will require justification for the decisions taken. SFRS Legal department present on Incident Command courses to further enhance SFRS Incident Commanders' skills and knowledge around defensible decision making.

Closing position statement at August 21	A Thematic Audit on Operational Discretion was undertaken by the Operational Assurance Department and recommendations presented to the National Safety & Assurance Board in January 2021.
Recommendation 4	**The SFRS should review its resilience governance, including the SCAF document, in co-operation with wider resilience partners to enhance and promote, fully integrated partnership working.**
Action Description	**Carry out a review of the Scottish Coordination and Advisory Framework with wider partners to enhance and promote fully integrated partnership working.**
Opening position statement at January 2021	The Scottish Coordination and Advisory Framework (SCAF) is accepted as best practice and continually utilised throughout our response to COVID-19. The SCAF document is currently being reviewed and will go out for consultation February 2021.
Closing position statement at May 22	A full review of the Scottish Coordination and Advisory Framework General Information Note has been carried out with wider partners fully considered and amendments implemented to ensure enhanced and fully integrated partnership working.
Recommendation 5	**The SFRS should reinvigorate strategic focus on the CAR and implement a fully representative working group to progress issues that are disenfranchising partners.**
Action Description	**Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).**
Opening position statement at January 2021	A working group to reinvigorate the strategic focus of the Community Asset Register was established in December 2020 and an initial meeting will be held early 2021 to discuss progress and engage with our external partners. A meeting with Voluntary Sector Resilience Partnership, will also be held and it is anticipated that an Options Appraisal paper will be developed for consideration to direct the future of the Community Asset Register.
Closing position statement at April 22	A sub group was established and meetings held with SFRS and Jim Reville from Scottish Government as the Chair of the Voluntary Sector Resilience Partnership. A proposal for progressing issues that are disenfranchising partners went to the Scottish Resilience Partnership in June 2022. An Action Plan has been developed and work is currently being undertaken to complete the actions required.
Recommendation 6	**The phased implementation of the tac-ad role should be progressed by covering all identified specialisms, ensuring an equitable spread of advisors across all duty groups and representative of risk in geographical areas.**
Action Description	**Develop and publish a Tac-ad policy for each capability.**
Opening position statement at January 2021	Cadre of Detection, Identification and Monitoring and HAZMAT tac-ads is currently being replenished to maintain current levels. Plans are being explored to populate other capabilities with other tac-ads over the next four years. Work has begun to develop Tac-ad policies for each capability.

Closing position statement at April 22	All National Fire and Rescue Service TacAd requirements are captured within each Capabilities Concept of Operations. TacAd roles are being progressed through the Training, Safety and Assurance Directorate via the Training Needs Analysis .
Recommendation 7	**The SFRS should ensure that the scrutiny of the management of the Command and Control Futures project, involves consideration of contingency planning for systemic failures in current control systems.**
Action Description	**Further develop, test and review the Operations Control Business Continuity Plan.**
Opening position statement at January 2021	The Business Continuity Plan has been reviewed extensively as part of Operations Control preparedness for response to COVID-19. This extensive work will continue with further development, test and review.
Closing position statement at August 21	The Senior Responsible Officer for the Command and Control Futures Programme invoked a Contingency Planning Sub Group, chaired by the SFRS Head of Operations. Among the tasks set to this group has been the exploration of additional ICT and Infrastructure investment in order to improve the resilience of the existing Command and Control Mobilising System, whilst the Service awaits the arrival of the new system. In addition, the Business as Usual Operations Control (OC) Managers have carried out exercises and regular testing of the existing Business Continuity Planning arrangements.
Recommendation 8	**The SFRS should introduce a formal, bespoke course and training requirements, for CSU operators. The layout, staffing and operation of these units should be consistent.**
Action Description	**Carry out CSU operator training across all 8 command units including provision of a CSU Guidance Note, LCMS package and a Concept of Operations for all 8 CSUs as part of the CSU capability lead.**
Opening position statement at January 2021	A full day training course has been designed delivered to Command Support Unit (CSU) Crews. The following key area form part of the course content: • Mobilisation and set-up of the CSU at an operational incident. • The five roles of the CSU. • For the Loggist role covers the contemporaneous/decision logs. • Full incident build, including overview and timeline management. • How the quadrant board works and how populated. • Two consolidation exercises. • Main scheme and Fireground communications in use - obtaining sector updates, training focusing on the structuring and standard of messages from the incident ground. To date this training has been rolled out to all CSU Stations within the North Service Delivery Area (SDA). A plan is in place to deliver to other SDAs. It should be noted that whilst the CSU stations that have not yet received the training they have been furnished with the training document to all familiarisation and watch based training.

Closing position statement at February 22	The required training for all Command Support Unit personnel has been completed. Training packages and Concept of Operations have been completed and are available via the organisational Learning Content Management System.
Recommendation 9	**Consideration should be given to OC staff supporting CSU staff, on location, at larger protracted incidents where availability or opportunity allows.**
Action Description	**Explore the possibility of Operations Control staff assisting at incidents with CSU.**
Opening position statement at January 2021	SFRS will explore the possibility of Operations Control (OC) staff assisting at incidents with CSU. In the interim OC staff in the Incident Support Room can provide assistance.
Closing position statement at April 22	The criteria and logistics for OC staff to attend incidents have been considered and will be included in OC strategic planning.
Recommendation 10	**The UIG for the procurement of new digital fire ground radios should include Scotland wide collaboration with SD end users ensuring representation from urban, rural and remote rural station groups. Adequate provision of intrinsically safe sets should be incorporated into the project.**
Action Description	**Involve representation from Service Delivery end users ensuring involvement from urban, rural and remote rural station groups during future User Intelligence Groups for the procurement of digital fire ground radios.**
Opening position statement at January 2021	There is currently no User Intelligence Group (UIG) for digital fire ground radios, however, any future process will involve representation from Service Delivery end users ensuring involvement from urban, rural and remote rural station groups. Adequate provision of intrinsically safe sets will also be incorporated within the project. More widely, the Operations Function are currently working towards supporting a new style of UIG that captures the views and opinions of colleagues from across the Service, this will include subject matter experts and practitioners. This work is being conducted in conjunction with Assets Research & Development team and it is anticipated that future trials and pilots will be focused on the end user.
Closing position statement at August 21	A UIG forms part of the Fireground Communications element of the SFRS Operational Strategy and will be developed within a Concept of Operations which will involve representation from all areas of frontline operational response.

Recommendation 11	**The SFRS should evaluate the understanding and ease of its use of the current call-sign format and if required devise, in consultation with end users, revised call-signs.**
Action Description	**Roll out National Call sign structure.**
Opening position statement at January 2021	The implementation of the Scottish callsign structure was completed at the end of 2020. The move to national callsigns removed the variety of legacy callsign structures which the SFRS inherited. Consultation and national training was carried out before commencing the roll out. The new callsign construction is based on location and appliance type for appliances or location and role for Officer which provides a unique identifier for all our resources. A review of the callsign structure will be carried out after the implementation of the Command and Control Mobilising System.
Closing position statement	As above.
Recommendation 12	**A standardised SFRS incident command pack should be introduced as soon as possible along with a comprehensive training package in its use, with particular additional support provided to remote rural areas on its introduction.**
Action Description	**Produce and publish a standardised Incident Command Pack.**
Opening position statement at January 2021	Capital Funding has been agreed and procurement for an Incident Command Pack which includes Contemporaneous Logs and Command Decision Logs is underway. The Incident Command Pack is a physical product, in essence, a pack containing a number of aids to support the execution of incident command at an operational incident. The work on this is advanced. This will be superseded by an electronic version on the GETAC tablet.
Closing position statement at August 21	Standardised Incident Command Packs have been developed and issued to all stations and Flexi Duty Officers as above.
Recommendation 13	**The SFRS should monitor compliance with the GIN Official Notebook, potentially through the station audit process, and take remedial action where deficiencies are found.**
Action Description	**OA will liaise with Operations Function to discuss the addition of a question in the Station Audit on Operational Assurance Recording and Reporting System (OARRS) relating to the review of official notebooks.**
Opening position statement at January 2021	SFRS Legal department present on the Incident Command Level (ICL) courses to further enhance SFRS Incident Commanders' skills and knowledge around defensible decision making, the importance of a good log and utilisation of Notebook. Further delivery on Fatal Accident Enquiry Training courses, Tri-Service Loggist Courses, as well as Flexi Duty and Supervisory Managers seminars highlight the importance of this General Information Note (GIN) and SFRS Notebooks.
Closing position statement at August 21	Operational Assurance and Operations Function agreed to add a question relating to the review of official notebooks to the Station Audit Form on the Operational Assurance Recording and Reporting System.

Recommendation 14	**The SFRS should establish and promote a culture of carrying out incident ground operational assurance.**
Action Description	**Develop and publish a 'During Incident Operational Assurance' General Information Note.**
Opening position statement at January 2021	A new During Incident Operational Assurance' General Information Note will provide clear guidance on the three stages of Operational Assurance (OA) when informed/assigned to an incident, these being Active Monitoring, During Incident Review and Post Incident procedures. The During Incident Operational Assurance General Information Note (GIN) was published in November 2020. The GIN defines the roles and responsibilities of Operational Assurance Officers. In addition, as part of their functional plan, OA will be promoting the OA 'product' in 2021, this will include meeting with Service Delivery Area colleagues to increase the awareness of OA and support the delivery of OA across the SFRS.
Closing position statement	As above.
Recommendation 15a	**The SFRS should review its debriefing process to encourage the generation of shared learning from smaller incidents.**
Action Description	**Develop an 'Operational and Event Debriefing' General Information Note.**
Opening position statement at August 2021	The Operational and Event Debriefing' General Information Note provides clear guidance on the requirements for debriefing across the SFRS. This GIN has been consulted upon and will be published early 2021. The GIN will be supported by the launch of the new Operational Assurance Recording & Reporting System (OARRS) which was launched in November 2020. OARRS allows learning submissions to be submitted for all incident levels and training event. OARRS streamlines the capture, analysis, reporting and dissemination of learning across the SFRS via Frontline Updates and published debrief reports. OA are also in the process of developing a quarterly OA newsletter that will promote good practice and shared learning from incidents across the SFRS. This is due for completion by March 2021. The Operational & Event Debriefing GIN was published in February 2021.
Closing position statement at Feb-21	As above.
Recommendation 15b	**The SFRS should review its debriefing process to allow a more efficient method of significant findings informing future practice.**
Action Description	**Develop an 'Operational and Event Debriefing' General Information Note.**
Opening position statement at August 2021	The 'Operational and Event Debriefing' General Information Note provides clear guidance on the requirements for debriefing across the SFRS. This GIN has been consulted upon and will be published early 2021. The GIN will be supported by the launch of the new Operational Assurance Recording & Reporting System (OARRS) which was launched in November 2020. OARRS allows learning submissions to be submitted for all incident levels and training event. OARRS streamlines the capture, analysis, reporting and dissemination of learning across the SFRS via Frontline Updates and published debrief reports.

	OA are also in the process of developing a quarterly OA newsletter that will promote good practice and shared learning from incidents across the SFRS. This is due for completion by the end of March 2021. OA are also in the process of developing an 'Organisational Learning' GIN. In terms of significant findings informing future practice, the current process of progression from event outcomes to action plan and subsequent completion is already in place. There is a robust governance process in place to ensure recommendations are actioned through the Safety & Assurance Board. This will be supplemented by the development of and 'Organisational Learning' GIN that will provide governance around both internal and external learning events/opportunities and provide a clear governance process to ensure lessons learned are embedded across the SFRS. This GIN is due for completion by March 2021.
Closing position statement at August 21	The Operational & Event Debriefing GIN was published in February 2021; the Operational Learning Governance GIN was published May 2021.
Recommendation 15c	**The SFRS should review its debriefing process to improve the storage and access of debrief documents.**
Action Description	**The SFRS should review its debriefing process to improve the storage and access of debrief documents.**
Opening position statement at January 2021	Ongoing discussions with GC Ferguson and Legal Services to look at how debrief reports can be shared have taken place. Once an agreement is reached, debrief reports could be stored in the document library and accessed via the Operational Assurance Intranet site. This action will be updated once a decision of moving forward has been reached.
Closing position statement at August 21	All debriefs are now submitted and stored electronically on the new Operational Assurance Recording and Reporting System (OARRS). Debriefs can be accessed by OARRS Admin Users (OA Department Staff) and shared as required
Recommendation 16	**The SFRS should continue the good practice of FDO command seminars, but consider opening up access to Watch Commanders.**
Action Description	**Develop and continue to deliver FDO Command Seminars.**
Opening position statement at	Work is underway to consider options for virtual Seminars ensuring that these information Seminars can continue.
Closing position statement at November 2021	Command Group Seminars have been run in relation to variety of subjects including High Rise, Marauding Terrorist Attack response and COP26 C3 arrangements in the last quarter. One High Rise Command exercise has been held with others scheduled for December 2021. The Training, Safety and Assurance continuous improvement project is reviewing all aspects of Officer development, including flexible modular system that aligns both supervisory and Middle Manager training packages.

Recommendation 17	**The SFRS should consider implementing a more formal process of FDO duty group meetings, to support all officers.**
Action Description	**Develop a guidance document for FDO command seminars.**
Opening position statement at January 2021	All Groups have weekend national briefing meetings currently in place. Whilst it is acknowledged that a great deal of local and Service Delivery Area command group meeting and development activity is in place on an ad hoc basis work is now underway to develop virtual Command Group Training and associated guidance and procedural documents to formalise elements of this without attempting to detract from or inhibit local arrangements.
Closing position statement at November 21	Duty Groups continue to have support meetings for all Command Officers in Scotland which involve CPD and are scheduled in for 2022/23. The Operations Function have a Command Seminar arranged for May 22 for all Flexi Duty Officers which will cover a range of topics including mentoring and coaching, operational incidents of note and dealing with operational incidents. This Command Seminar will be held annually.
Recommendation 18a	**The SFRS should review its incident command training and assessment criteria to introduce a practical training aspect, incorporating problem solving and critical decision-making under pressure.**
Action Description	**Review all Incident Command Courses to ensure practical training aspects incorporating problem solving and critical decision-making under pressure, are fully embedded.**
Opening position statement at January 2021	This recommendation is currently mapped across all levels of Incident Command Training.
Closing position statement at November 2021	All incident command courses have been considered and involve problem solving and critical decision making under pressure. This is evidenced through PowerPoint presentations, assessment scenarios and marking criteria. This action is now complete.
Recommendation 18b	**The SFRS should review its incident command training and assessment criteria to develop and conclude its work in mapping across elements of the incident command assessment with the incident ground operational assurance process**
Action Description	**Map across Watch Manager 7 (WM7) and Emergency Fire Services Management 2 (EFSM2) marking criteria as part of the Operations Assurance Incident Reporting process.**
Opening position statement at January 2021	Training and Operational Assurance have worked cohesively to map across Watch Manager 7(WM7) and Emergency Fire Services Management 2 (EFSM2) marking criteria as part of the Operational Assurance incident reporting process. This piece of work is in the latter part of the process and just about to embark on final consultation.
Closing position statement at February 2022.	This policy has been produced and went through the required stages of consultation. A communication strategy has been produced to support the launch of this policy and other supporting doctrine.

Recommendation 18c	**The SFRS should review its incident command training and assessment criteria to utilise a reflective journal template for ICs to provide evidence of incident command competence, with a view to extending re-accreditation timescales.**
Action Description	**Ensure reflective journal element forms part of the procedure produced to allow assessment of Incident Command on the incident ground and a recording facility established within PDRPro.**
Opening position statement at January 2021	PDRpro is used by Incident Commanders (CC-WC) to record incidents which they have attended. The IC creates the incident on PDRpro, sends it to all attending personnel for reflection as well as for the purposes of their own reflection. Flexi Duty Officers also use the system to record the incidents they have attended which provides them the opportunity to reflect. They are also required to record all blue light drives as well as complete the FDO TfOC modules. Below are excerpts taken from the Training for Operational Competence (TfOC) Framework General Information Note (GIN) to support the above: 5.1 Incident Recording It is the responsibility of the Line Manager to generate an incident for their crews. All incidents of note must be evaluated by all attending personnel. In the case of multiple incidents of the same type occurring, e.g. Automated Fire Alarms (AFAs), bin fires, etc., then a minimum one entry of that incident type should be recorded. A Manager will create an incident record on PDRpro after attending an incident of note. A minimum of one incident per week is required where possible. A system message is sent to all personnel who attended the incident. This allows personnel to evaluate their role at the incident, including any equipment they may have used. FDMs are expected to record all incidents that they attend. They must detail the role they undertook at the incident and, as appropriate, reflect on the overall incident.
Closing position statement	As above.
Recommendation 19	**The SFRS should train all its RDS and Volunteer Commanders to the level of ICL1 or develop an achievable alternative, incorporating practical training which safely meets training aims and requirements.**
Action Description	**Develop modularisation of the current ICL1 acquisition course to provide a flexible delivery model to support all duty systems.**
Opening position statement at January 2021	A modularised version of the current Incident Command Level 1 course is being developed to assist in a flexible delivery model.
Closing position statement at August 21.	Modular course content is now complete with initial pilot completed in Western Isles Orkney & Shetland Local Senior Officer Area. Candidate feedback has been very positive. Further courses scheduled across other Service Delivery Areas to support evolving of product and assist COVID-19 training recovery plan for incident command.

Recommendation 20	**The SFRS should develop a process of quality assurance to assess the effectiveness of its training delivery.**
Action Description	**Develop an annual Quality Assurance Plan.**
Opening position statement at January 2021	Training already have a Quality Management System (QMS) that assists with this action and has been supplemented by the production of an annual Quality Assurance Plan.
Closing position	See above.
Recommendation 21	**The SFRS should pursue further opportunities for the collaboration of training with emergency service partners.**
Action Description	**Incorporate partner delivery on all ICL training courses and reciprocate this with partners.**
Opening position statement at January 2021	SFRS currently have two embed officers within Scottish Multi Agency Resilience, Training & Exercising Unit (SMARTEU) to assist in the collaboration of emergency services training. This aligns with training and exercising. SFRS also collaborate as part of Joint on Scene Incident Command (JOSIC) and Joint Emergency Services Interoperability Principles (JESIP) training which is further supported by training at local level through Local Resilience Partnership's (LRP), Control of Major Accident Hazard (COMAH) sites as well as transport hubs such as Aircraft Diversion at Prestwick Airport all multi agency. SFRS will continue to incorporate partner delivery on all ICL training courses and reciprocate this with partners.
Closing position statement at February 22	There is partner involvement in all SFRS ICL courses, both in design and delivery and this is an ongoing embedded process. SFRS SMARTEU and partners have established clear lines of communications to support this.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/34-22

Agenda Item: 8.3

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 2022**							
Report Title:	**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 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 however, this date is aligned with the delivery of the CCF project which is no longer achievable.
2.2	To allow the implementation of the project to be delivered in a co-ordinated manner an implementation work plan was designed. This has 6 workstreams which are: • Policy Review • Performance Measures • Communication and 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 developed. This work plan has identified six 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 Senior Management Board (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) remains the progression of the Communications and Engagement Plan, which was presented to, and agreed by, the project review board on 17 May 2022. This plan was designed to be

	delivered in the final six months of the project. However, this will need to reflect the current pressures on the project.
3.3	The proposed work plan has required to be rescheduled due to date changes within the Command and Controls Future (CCF) Project. The work plan continues to progress, however, key elements can only be started once a confirmed implementation date from the CCF project is available.
3.4	To allow the Unwanted Fire Alarms Signals (UFAS) project to progress, alternative delivery models are being investigated. This will have the potential to decouple the two projects and allow the UFAS project to progress independently of the CCF project.
3.5	Any options will be designed considering the current limitation of the operational control mobilising system, the potential for industrial action and the pressures on staff capacity for training. In addition, where required, impact assessments will be carried out to ensure feasibility of any proposed options.
3.6	Options may only be able to provide a partial implementation of the project. However, this would still allow the majority of the benefits in reducing attendances at UFAS incidents articulated during the consultation phase, to be realised. It would also reduce the potential reputational damage in delaying, indefinitely, the implementation of the full new response model.
3.7	However, any alternative model delivered would differ from the model agreed during the consultation process.
3.8	Any decision to pursue an alternative implementation model will require additional time to allow the revision and delivery of the amended Communications & Engagement plan which has been carefully designed to ensure duty holders have sufficient time between direct engagement and implementation to make the necessary changes to their fire safety management arrangements. The current implementation date of 1 April 2023 will not align with any alternative model due to these required changes.
3.9 3.9.1	**<u>Further Considerations</u>** The project lead changed from GC Scott Symon to GC Lynne Gow on 31 October 2022. GC Gow also has responsibility for the Safe & Well Project under the Project, Performance and Improvement. The delivery of the milestones within PIWG work plan will require support from other functions.
4	**Recommendation**
4.1	It is recommended that the Service Delivery Committee scrutinise the content of the work plan.
5	**Core Brief**
5.1	An update on the work plan developed by the Preparing for Implementation Working Group was presented.
6	**Appendices/Further Reading**
6.1	Appendix A – Preparing for Implementation Work 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:	AC Gordon Pryde
Sponsored by:	DACO Alasdair Perry
Presented by:	ACO David Farries
Links to Strategy and Corporate Values	
SFRS Strategic Plan 2022-25: Objective 2: *"Communities are safer and more resilient as we respond effectively to changing risks".*	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
UFAS Review Project Board	*19 October 2022*	*For scrutiny*
Service Delivery Committee	*29 November 2022*	*For scrutiny*

APPENDIX A
Item 8.3

Work Plan - Preparing for Implementation of New AFA Response Model

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.

	End Date*	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
1	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			
			Mar-23	**Implementation & Communication** - 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.		90%	**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.		90%	**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.		10%	**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.**
			CCF minus 6 months	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.**
			CCF aligned	Complete communications and engagement process by conducting a lessons learned exercise.			
			CCF Aligned	Complete delivery of engagement presentations to all relevant internal and external stakeholders, including an event targeted specifically at ARCs.			**1/10/22 - The materials required to deliver these presentations have been drafted. Delivery will commence 6 months ahead of agreed implementation date.**

	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.		100%	**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.** **8/9/22 - Analysis of internal engagement sessions will further highlight areas where training packages may be required to enhance knowledge and understanding. All staff will be invited to attend an engagement session as part of comms and engagement plan.**
			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.**
			TBD	Complete configuration work and undertake testing			

	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
6	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. **Review date and milestone**		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.** **8/9/22 - This milestone will be reviewed after ARC-specific engagement.**
			Oct-22	Deliver sector-specific engagement session(s) to educate and inform ARC procedures.		30%	**1/4/22 - This will form part of overall comms & engagement plan** **7/7/22 - The external engagement plan includes a session targeted 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.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/35-22

Agenda Item: 9.1

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 2022**							
Report Title:	**HOME FIRE SAFETY VISITS**							
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 overview of Home Fire Safety Visit (HFSV) activity and proposals for future delivery.
2	**Background**
2.1	A request was made by the SDC for analysis of the current SFRS HFSV programme. There are limitations to providing an in-depth analysis, with external academic support required to fully evaluate all aspects of the programme. This paper however provides some high-level details.
3	**Main Report/Detail**
3.1	HFSV's have routinely been carried out by Fire and Rescue Services since 2004 in response to the Fire and Rescue Services Act, 2004 in which fire prevention was made a statutory duty (Fire (Scotland) Act 2005). On average, SFRS carry out 70,000 visits (pre-pandemic) per-year across the country to an average of 58,000 properties (pre-pandemic).
3.2	The reductions in accidental fire deaths from the early 1990s to mid-2000s, were influenced through a combination of community fire safety activities and the introduction of various pieces of legislation relating to fire safety in the home. Examples of legislation include the Furniture and Furnishings (Fire Safety) Regulations (1988) and guidance on the recommendation to fit hard-wired smoke detection in all new build and converted domestic dwellings through revised Scottish Building Regulations (1993). In addition, Scottish Fire and Rescue Services have been active for many years in enforcing fire safety regulations in non-domestic premises, formerly through the Fire Precautions Act 1971 and more recently through the Fire (Scotland) Act 2005.

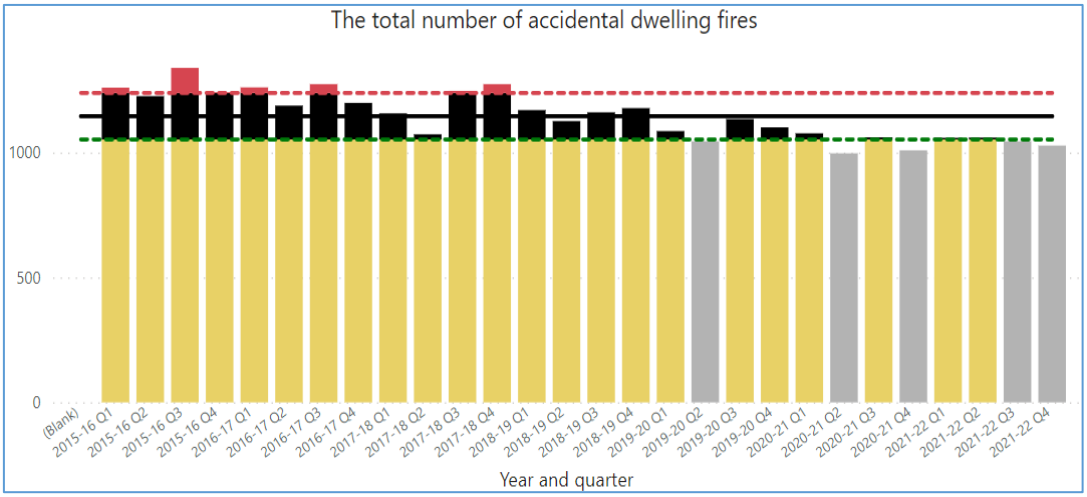


Figure 1 – The total number of accidental dwelling fires

3.3 There has been a steady reduction of accidental dwelling fires (ADFs) over a number of years as shown in figure 1. The charts show quarterly figures for ADFs. (The BLACK centre line is the historical average for ADFs. The RED and GREEN lines above and below the centre line equal plus / minus 1 standard deviation on the average. Grey bars show quarterly activity 1 standard deviation below the average. Red bars show quarterly activity 1 standard deviation above the average).

3.4 Contributory factors recorded for fire deaths and serious injury are often related to health and lifestyle. With high levels of alcohol consumption, smoking rates and poor health, all of which are often linked with deprivation, along with an ageing population (falls and frailty and cognitive decline) it is understandable why regrettably we will continue to experience fatal fires in Scotland and why our ADF fatality figures will continue to have a high degree of variability (figure 2). Engagement with members of the public to provide safety advice and education via HFSVs is still therefore crucially important, especially as we are living through a cost of living crisis.

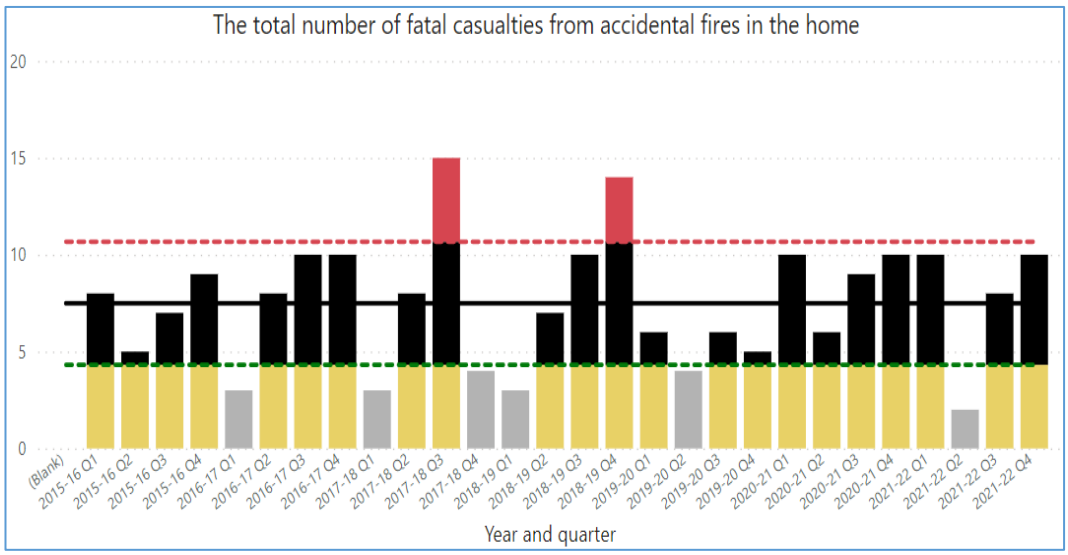


Figure 2 – Total number of fatal casualties from accidental fires in the home

3.5 Figure 2 shows there is fluctuation in fatality figures. Due to the relatively low numbers, a slight increase or decrease can move the figure above or below the historical average.

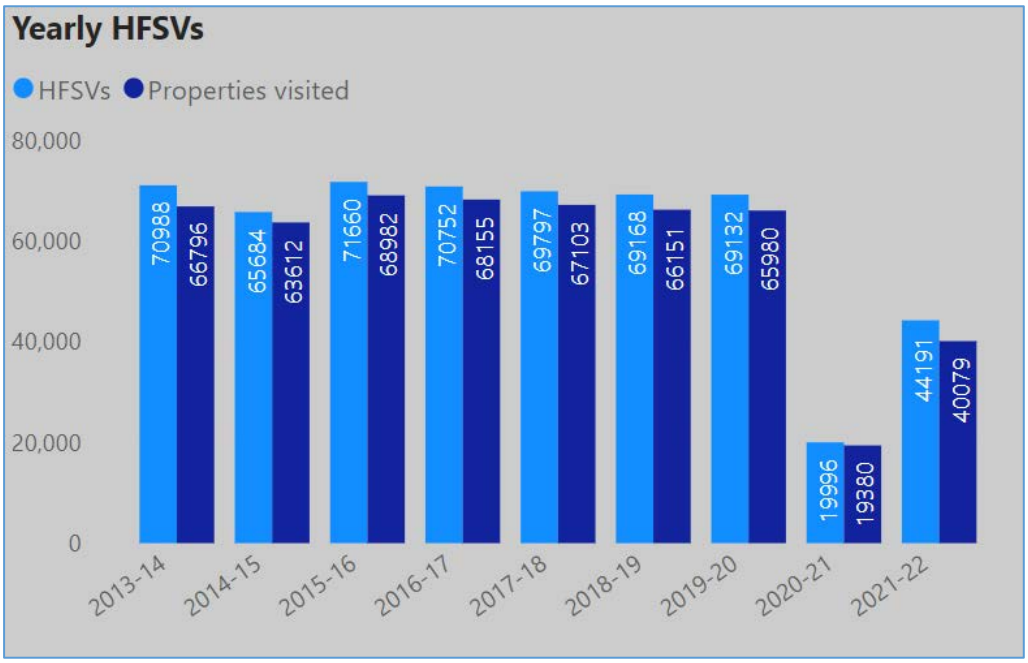


Figure 3 – Yearly HFSVs

3.6 Figure 3 shows the number of visits carried out each year and to what number of properties. Differences in totals exists because one property does not equate to one visit. Around 70,000 visits are carried out annually, with a decline in 2020-21 and 2021-22 due to restrictions introduced due to the COVID pandemic.

3.7 Across the nine years an average of 2,100 properties account for nine per cent of all visits conducted.

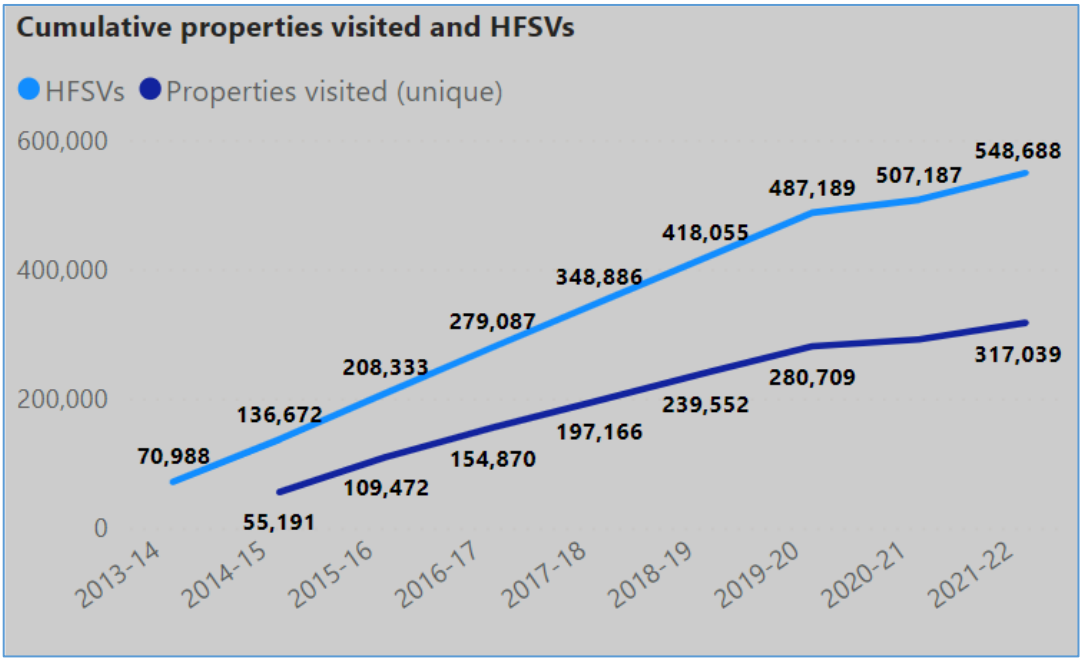


Figure 4 – Cumulative Properties Visited and HFSVs.

3.8 Figure 4 shows the cumulative number of visits carried out each year and to what number of (distinct) properties. Currently HFSV policy directs that High Risk properties are offered a re-visit one year later. Some households may also have more than one visit in a one-year period if the risk to the occupants change and we receive referrals from partners, or if new owners move to that address. This explains the dark blue line. As 'new' High Risk

properties are identified, more visits are carried out to repeat locations hence the slowing down of 'distinct' properties visited but continued growth in number of visits.

3.9 NB – No property figure is reported against 2013-14 because legacy data between 2004 and 2013 is not held in CSET. It may be held by ICT in legacy systems.

3.10 **Targeting**

3.10.1 SFRS currently provides HFSVs to any household that requests one. Screening questions are utilised to determine risk of fire; High, Medium or Low. Visits are then arranged, prioritised by risk. Most visits referred by a partner agency are High Risk as that partner will have received risk-recognition training to identify individuals most in need of SFRS support. A partner referral alone does not mean it is High Risk, there will also be other risk factors identified as part of the screening processes.

3.10.2 Although a universal service, local and national partnerships are in place to support the generation of referrals for those most at risk of fire due to health and lifestyle factors. Such partnership activity is one of the key activities supported by local Community Action Teams (CATs) who provide risk recognition training and support to partners, whilst also engaging directly with various community groups / areas to target those most in need of advice and education. All of this activity is augmented by media / social media campaigns, for example *Make the Call*.

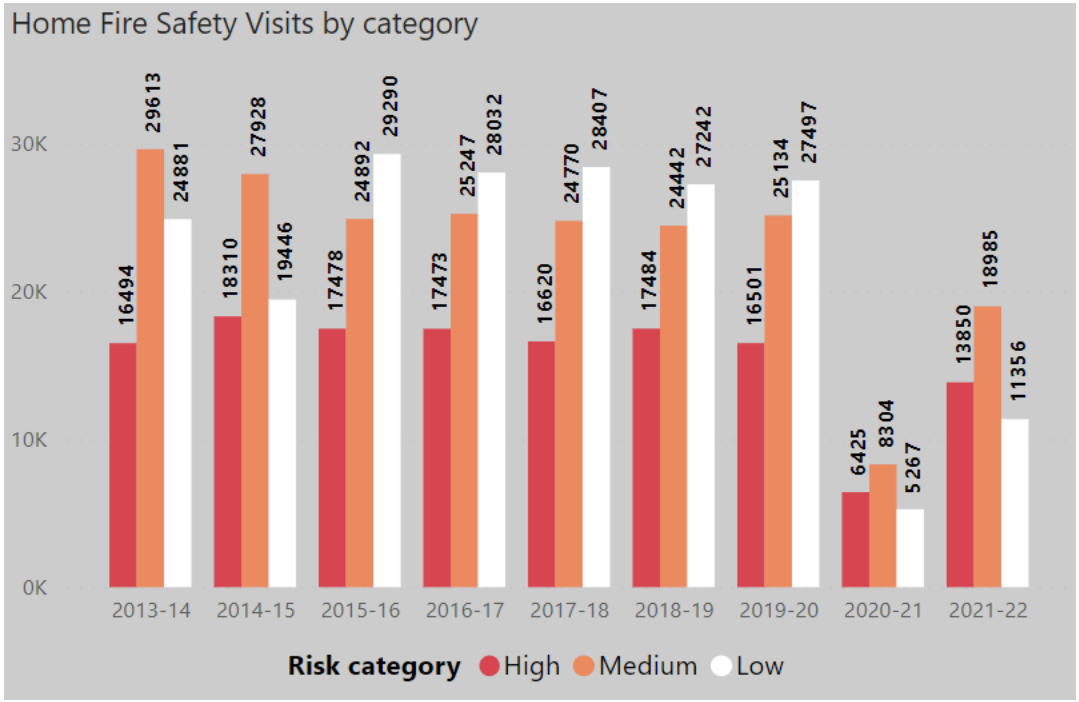


Figure 5 – HFSV by Category

3.10.3 Figure 5 Shows a breakdown of 'high', 'medium' and 'low' risk visits conducted, based on the post risk assessment. High Risk visits are lower post-visit due to the provision of SFRS advice and the installation of detection. Appendix B illustrates the types of visits by risk rating that Areas are attending, with a focus on High Risk.

3.10.4 Current performance management of HFSVs is limited to the number of HFSVs carried out (see Appendix B as example of current HFSV activity) with a focus on High Risk visits. Performance varies across SDAs considering the proportion of On Call stations (see section 3.13). Such performance is reviewed at LSO level and by the Service Delivery ACO.

3.10.5	Equality data is not recorded for HFSVs, nor at incidents, so we are unable to provide narrative about particular groups that are targeted, or more likely to have a fire. However, Fire Investigation information suggests that lifestyle and health are the most important factors to consider, therefore the generation of HFSVs is based around these factors, rather than community types. However, work is undertaken locally with partners to engage with specific groups and to ensure our services are accessible to all, with work supporting Ukrainian refugees being a recent example.
3.11	**Benchmarking / Evaluation of HFSVs**
3.11.1	SFRS relies upon quantitative data to assess the impact of HFSVs. To date, there has been no formal evaluation carried out by SFRS of the qualitative impact of HFSVs. SFRS publish a quantitative assessment of HFSVs in our annual publication (this year we were unable to report smoke alarms installed).
3.11.2	Several studies in relation to the impact of HFSVs and Safe and Well Visits have been undertaken by Fire and Rescue Services in England and Wales with support from academia. It is difficult to compare HFSV activity with other Services as we are not all doing exactly the same thing – different criteria, variation in a visit content, different performance measurements etc. Evaluation of Home Fire Safety Checks (gov.wales) – Welsh FRSs Safe and Well evaluation results section new (city.ac.uk) – Kent FRS Fire Safe and Well Evaluation London FB Effectiveness of HFSVs - London FB
3.11.3	To conduct a similar piece of work for SFRS funding and academic support would be required as we do not have the capacity and skillset within the organisation.
3.11.4	Is it acknowledged that the current HFSV criteria would benefit from a revision. Current risk screening questions have been used since the formation of SFRS (based on previous fire fatality data). Due to the age and functionality of the ICT recording system (CSET) changes are not possible, this is something currently being addressed (section 3.15). Appendix B provides an overview of the screening questions currently used along with narrative for each question.
3.11.5	Some issues we encounter around reporting include the fact there is no simple way to align incident data (fires or accidents in the home) with visits without both using the same geospatial referencing (UPRN). IRS reports incidents using Eastings & Northings (down to 1 metre accuracy). A crew turning up to the same property to deal with multiple occurrences of fire could record the location of the fire in a multitude of ways. CSET uses UPRN to specifically identify properties. Therefore, it is impossible to use the co-ordinates to even attempt to tie both datasets together.
3.11.6	It is also difficult to understand the value of HFSV in relation to incidents as CSET and IRS track activity in properties, not the people affected. For example, a house may record a fire three months after a HFSV has been delivered to that address but it could involve different occupants by that stage.
3.12	**Costs**
3.12.1	The cost to deliver a HFSV varies based on who is delivering the visit (Community Action Team members, Wholetime staff or On-Call Duty staff) however, as the majority of visits are carried out by Wholetime crews an approximate cost of £52.00 can be attributed. This is based on a HFSV taking one-hour to complete with a crew and appliance deployed (many visits take less than one-hour if located close to the station and/or a Low-Risk visit). In addition, diesel costs will be incurred, with variances in distance per visits. Current diesel costs sit at approximately £1.89 (RAC estimate) per litre, with the average appliance running at 8-9 mile per gallon.

3.12.2 Based on the average figure of 70,000 annual HFSVs at a cost of £52.00, this equates to £3,640,000 per annum (staffing costs only). Much more detailed analysis would be required to provide accurate costs, considering the different delivery models etc. These costs do not include the supply of domestic detection. Currently, SFRS allocate a budget of £426,400 for the purchase of all types of domestic detection (single point and interlinked).

3.13 **Regional Variances**

3.13.1 HFSV performance across the SDAs is largely determined by the composition of stations. All Areas will work with partners to generate visits, with examples of effective practice shared between Prevention Managers and utilising the SFRS Evaluation Procedure.

3.13.2 Of the 355 stations in Scotland 281 are On-call stations, with the largest numbers in the NSDA. The total number of Wholetime stations is 74, with more than half of these being located in the WSDA.

3.13.3 On-call staff attend their stations once a week for a few hours to carry-out training and routine administration leaving limited / no time to conduct HFSVs. Some On-call personnel do attend on other days to conduct HFSVs and community safety engagement activities. However, this is dependent on the LSO Area having available funding to support this work and availability of staff due to primary employment.

3.13.4 Visits may also take much longer in these Areas due to travel distances involved, with some being island-based communities.

3.13.5 Wholetime FFs are the largest resource available to conduct HFSVs due to work patterns and have more opportunity to generate, arrange and conduct HFSV. This would help to account for higher numbers of HFSVs in Areas with Wholetime stations.

3.13.6 CAT members work a five-day week and while their main role is not conducting HFSVs, they will carry out joint High Risk visits with partner agencies or family members as they can guarantee attendance. Operational crews cannot guarantee attendance due to operational commitments. In more remote rural areas where operational fire cover is On-call, CAT members will conduct visits for all risk categories (High, Medium and Low).

3.13.7 **Tables showing number of stations and types**

North SDA NUMBER OF STATIONS			
LSO	**Whole-Time**	**On-call**	**TOTAL**
Highland	**01**	**61**	**62**
WIOS	**00**	**40**	**40**
ACAM	**06**	**34**	**40**
PKAD	**06**	**17**	**23**
TOTAL	**13**	**152**	**165**

West SDA NUMBER OF STATIONS			
LSO	**Whole-Time**	**On-call**	**TOTAL**
COG	**11**	**00**	**11**
NL/SL	**08**	**11**	**19**
ENSA	**05**	**22**	**27**
D&G	**01**	**16**	**17**
EWDAB	**06**	**37**	**43**
ERRI	**07**	**01**	**08**
TOTAL	**38**	**87**	**125**

East SDA NUMBER OF STATIONS			
LSO	**Whole-Time**	**On-call**	**TOTAL**
COE	**07**	**01**	**08**
SCF	**07**	**18**	**25**
FWL	**05**	**06**	**11**
MELSB	**04**	**17**	**21**
TOTAL	**23**	**42**	**65**

3.14 **Training and Support**

3.14.1 Locally and nationally, risk recognition training is delivered to a range of partner organisations by CAT members and via an online package hosted by LearnPro. The Safe House, located at the National Training Centre, can also be utilised to train partners.

3.14.2 Internally, trainees are provided with risk recognition training through technical input and scenario-based sessions in the Risk House identifying hazards and determining what control measures are required to reduce the risks found.

3.14.3 All Wholetime personnel, On-call FFs and CAT members are provided with nationally agreed SFRS policies, procedures and supporting guidance which assist in identifying risks and control measures required to mitigate risk.

3.15 **Moving Forward**

3.15.1 It is acknowledged that a review of HSFVs would be beneficial to ensure SFRS are targeting resources and providing support to those most at risk from fire, this would however require funded academic support.

3.15.2 There are a number of factors that need to be considered that influence the delivery model moving forward and the Service's position relating to HFSVs.

3.15.3 The current ICT system used to record HFSVs is coming to end of life, due largely to changes to the support provided by Microsoft. P&P are currently working with ICT to scope out options including replicating the system on a different platform, developing a new system or a move to the ICT system developed under the Safe and Well (S&W) project.

3.15.4 The S&W project has designed a Home Safety Visit (HSV) that targets individuals at highest risk of fire, adopting an increased person-centred approach that will incorporate wider health and social care considerations, signposting and referring people to our established partners who can provide dedicated support. The visit has the potential to support people to maintain independence, improve personal resilience and quality of life, whilst contributing to a reduction in fire fatalities and casualties and offer increased public value by supporting partners to deliver local outcomes.

3.15.5 The S&W Working Group is preparing a full Delivery Plan which will identify Service-wide resources required to support a full roll-out once an agreed date has been identified (S&W is part of wider discussions). The process of delivering the final stages of the project will follow the same methodology as the UFAS project; designed to deliver the project within the current apportioned capacity, with the option for acceleration by providing additional resources.

3.15.6 If Safe and Well is for any reason not adopted by the Service, a revision of HFSVs will be required. Either option will allow SFRS to review how visits are delivered (eg not a universal service, only delivered to those at highest risk) and update visit criteria to capture emerging risks (eg emollients, lithium ion batteries, air-flow mattresses etc).

3.15.7 Any changes to future delivery models will also take into consideration SFRS's position on the provision and installation of domestic detection.

4	**Recommendation**
4.1	It is recommended SDC members scrutinise the content of the paper.
5	**Core Brief**
5.1	SFRS currently provides 70,000 Home Fire Safety Visits annually across the country. This paper sets out high-level detail relating to performance and potential future delivery models.
6	**Appendices/Further Reading**
6.1	Appendix A – Home Fire Safety Visits (2014/15-2021/22)
6.2	Appendix B – Home Fire Safety Visit Data – Business Intelligence
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:	Cathy Barlow, Deputy Head of Prevention and Protection
Sponsored by:	Alasdair Perry, Head of Prevention and Protection
Presented by:	Alasdair Perry, Head of Prevention and Protection

Links to Strategy and Corporate Values

Outcome one of SFRS Strategic Plan 2022-25 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
Outcome seven - Community safety and wellbeing improves as we work effectively with our partners.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	*29 November 2022*	*For scrutiny*

APPENDIX A – HOME FIRE SAFETY VISITS (2014/15-2021/22)

2014/15					
SDA	**HFSVs**				**ADFs**
SDA	*HIGH*	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*8,280*	*9,447*	*4,304*	**22,031**	**1,395**
NORTH	*6,633*	*6,739*	*3,803*	**17,176**	**1,130**
WEST	*12,344*	*10,380*	*3,731*	**26,476**	**2,428**
TOTAL	***27,257***	***26,566***	***11,838***	**65,683**	**4,953**

2015/16					
SDA	**HFSVs**				**ADFs**
SDA	*HIGH*	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*7,120*	*9,052*	*6,286*	**22,458**	**1,475**
NORTH	*6,527*	*6,649*	*5,579*	**18,755**	**1,127**
WEST	*10,822*	*12,214*	*7,431*	**30,468**	**2,465**
TOTAL	***24,469***	***27,915***	***19,296***	**71,681**	**5,067**

2016/17					
SDA	**HFSVs**				**ADFs**
SDA	*HIGH*	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*6,684*	*8,556*	*6,001*	**21,242**	**1,323**
NORTH	*7,648*	*6,787*	*5,376*	**19,811**	**1,159**
WEST	*10,525*	*11,765*	*7,408*	**29,701**	**2,440**
TOTAL	***24,857***	***27,108***	***18,785***	**70,754**	**4,922**

2017/18					
SDA	**HFSVs**				**ADFs**
SDA	*HIGH*	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*6,584*	*8,157*	*5,828*	**20,750**	**1,355**
NORTH	*7,545*	*5,832*	*4,783*	**18,160**	**998**
WEST	*10,546*	*12,055*	*8,459*	**31,061**	**2,398**
TOTAL	***24,675***	***26,044***	***19,070***	**69,971**	**4,751**

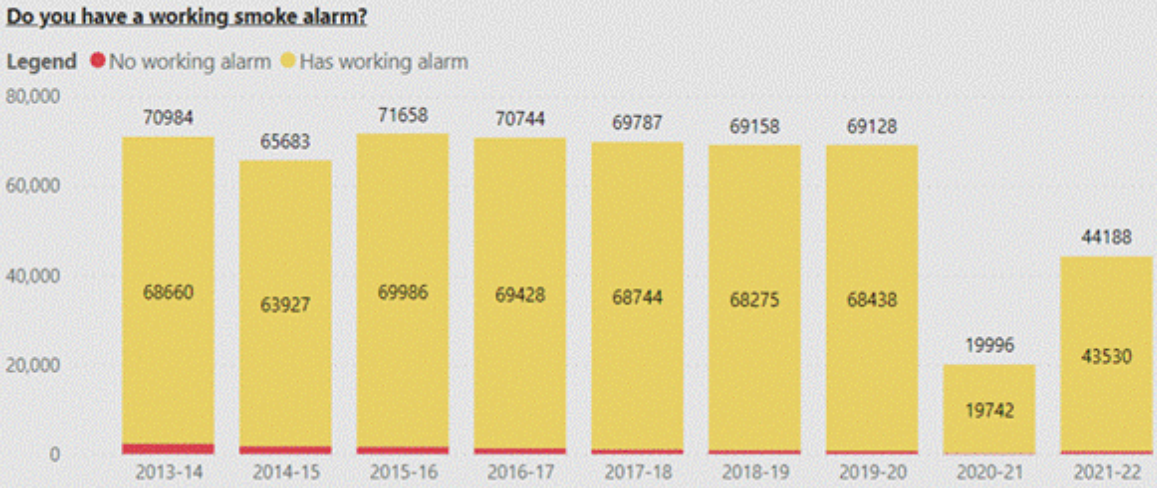
2018/19					
SDA	**HFSVs**				**ADFs**
SDA	*HIGH*	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*6,501*	*7,982*	*5,760*	**20,243**	**1,266**
NORTH	*8,061*	*5,497*	*5,497*	**17,738**	**1,031**
WEST	*10,939*	*11,801*	*8,446*	**31,186**	**2,338**
TOTAL	***25,501***	***25,280***	***19,703***	**69,167**	**4,635**

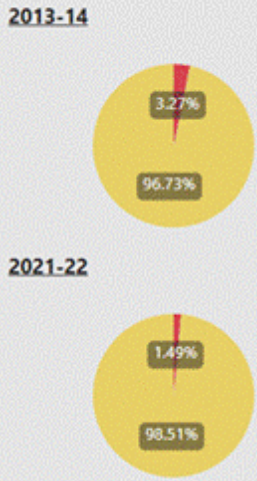
2019/20					
SDA	**HFSVs**				**ADFs**
SDA	*HIGH*	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*6,278*	*7,661*	*6,538*	**20,478**	**1,180**
NORTH	*7,282*	*5,334*	*4,275*	**16,892**	**1,011**
WEST	*10,564*	*11,971*	*9,230*	**31,767**	**2,174**
TOTAL	***24,124***	***24,966***	***20,043***	**69,137**	**4,365**

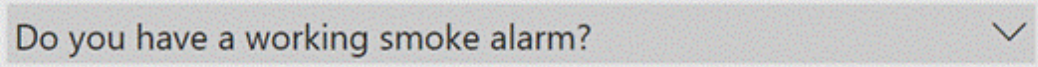
2020/21 - PANDEMIC					
SDA	**HFSVs**				**ADFs**
	HIGH	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*2588*	*1887*	*891*	**5366**	**1,076**
NORTH	*2854*	*1174*	*495*	**4523**	**968**
WEST	*4759*	*3546*	*1803*	**10108**	**2,100**
TOTAL	***10201***	***6607***	***3189***	**19997**	**4144**

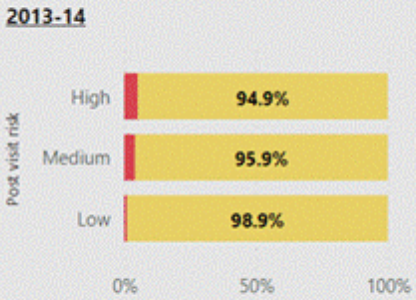
2021/22 - PANDEMIC					
SDA	**HFSVs**				**ADFs**
	HIGH	*MEDIUM*	*LOW*	TOTAL	TOTAL
EAST	*5,433*	*4,008*	*1,898*	**11,339**	**1,187**
NORTH	*6,882*	*2,881*	*1,239*	**11,002**	**944**
WEST	*10,237*	*7,736*	*3,863*	**21,838**	**2,061**
TOTAL	***22,552***	***14,625***	***7,000***	**44,179**	**4,192**

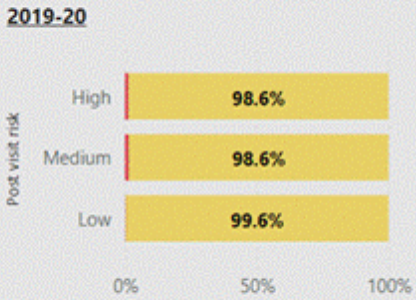
APPENDIX B - HOME FIRE SAFETY VISIT DATA – BUSINESS INTELLIGENCE

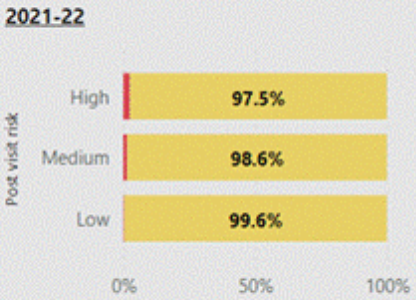








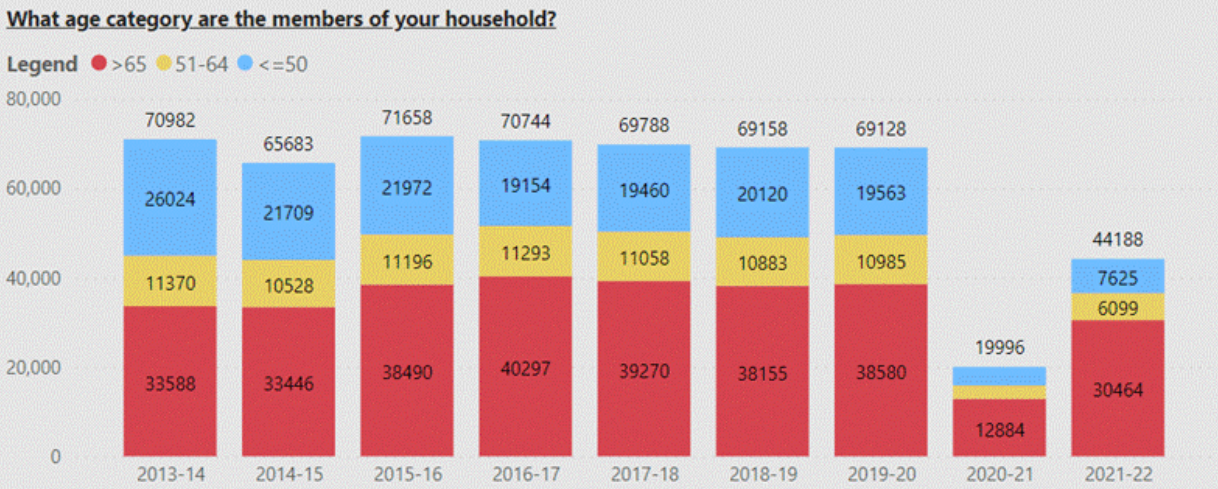


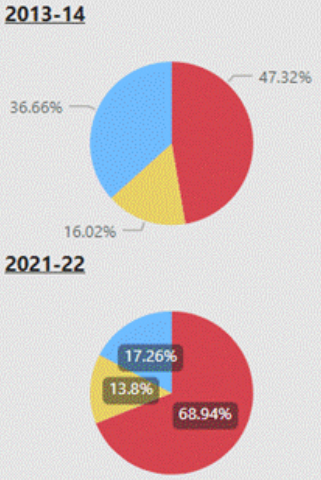


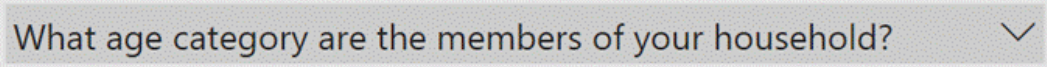
The number of households visited with 'no working smoke alarm' has reduced over the last nine years.

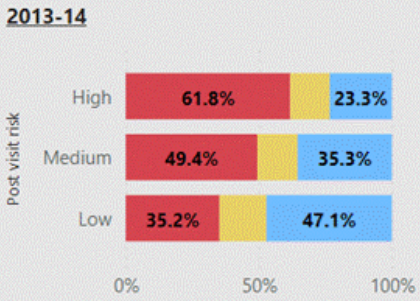
The data is taken from 'post visit' records so it isn't clear why some households that are 'high risk' are recorded as not having a working smoke alarm.

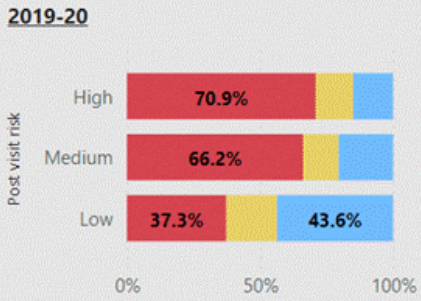
Instances of such scenarios has reduced from five per cent to two percent since 2013-14.

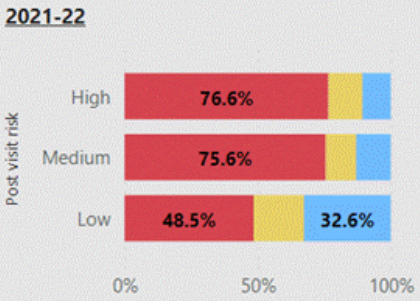








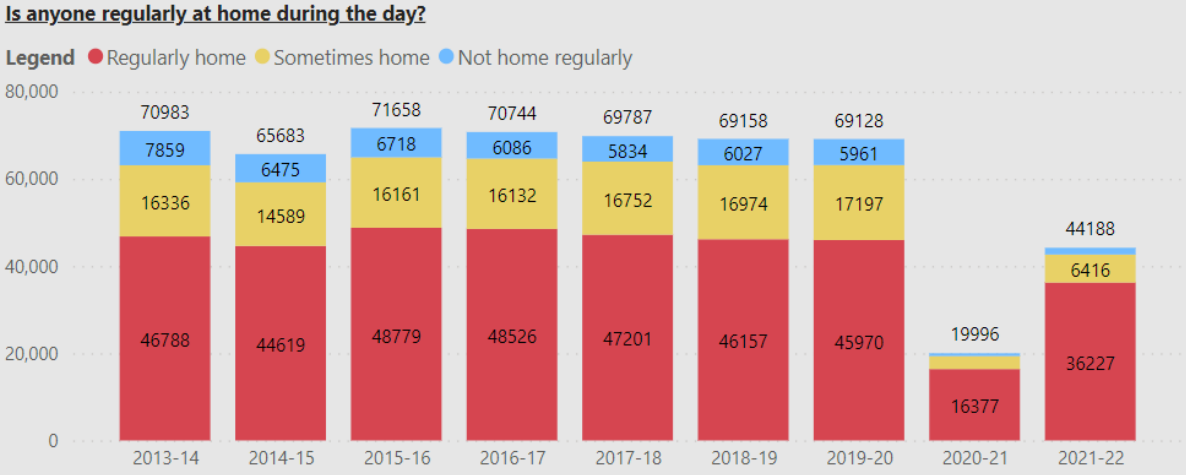


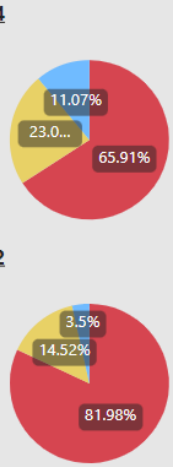


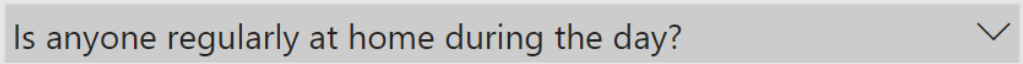
The number of households visited where the age is older than 65 has increased over the last nine years. The proportion for that category in 2013-14 was 47 per cent and 69 per cent in 2021-22.

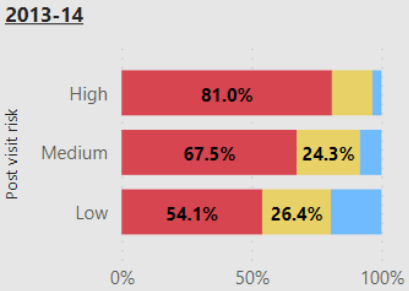
Both 51-64 and under 50 categories have reduced proportionately and in households visited.

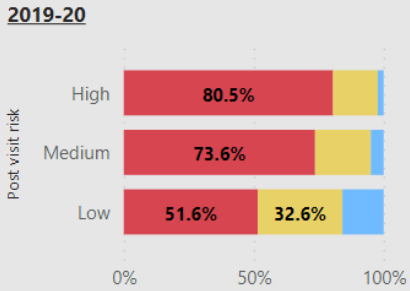
2013-14 high risk households were made up of 62 per cent aged over 65. In 2021-22 the age category now makes up 77 per cent of high risk households.

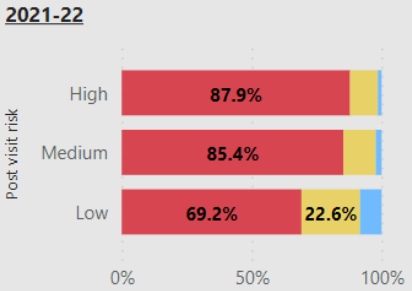








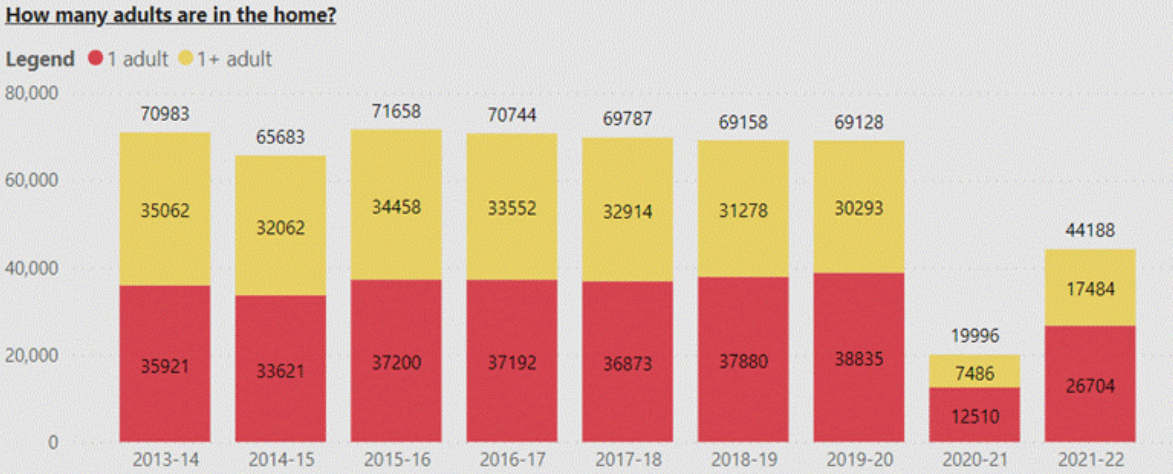


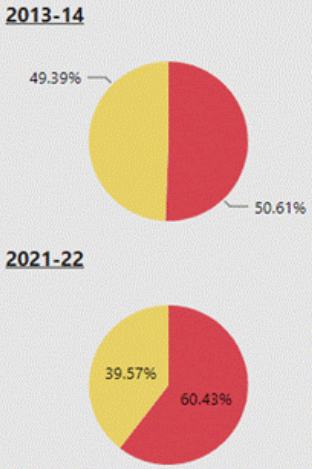


Pre-pandemic the number of households reportedly 'regularly at home' had reduced since 2015-16 but proportionately the category has risen from 66 per cent to 82 per cent.

Households not regularly at home as fallen from 11 per cent to three per cent.

High risk households regularly at home has risen from 81 per cent to 88 per cent in only the last two years.

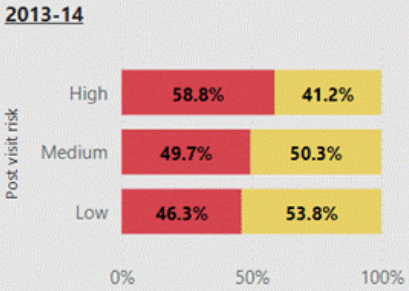


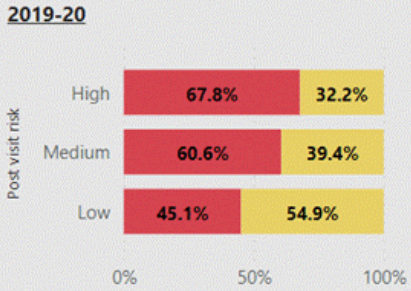


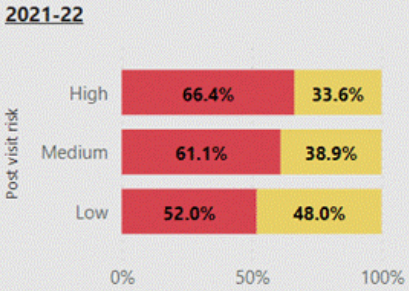
The number of households with only 1 adult has increased (pre-pandemic) year-on-year. The proportion has also risen significantly from 50 per cent in 2013-14 to 60 per cent in 2021-22.

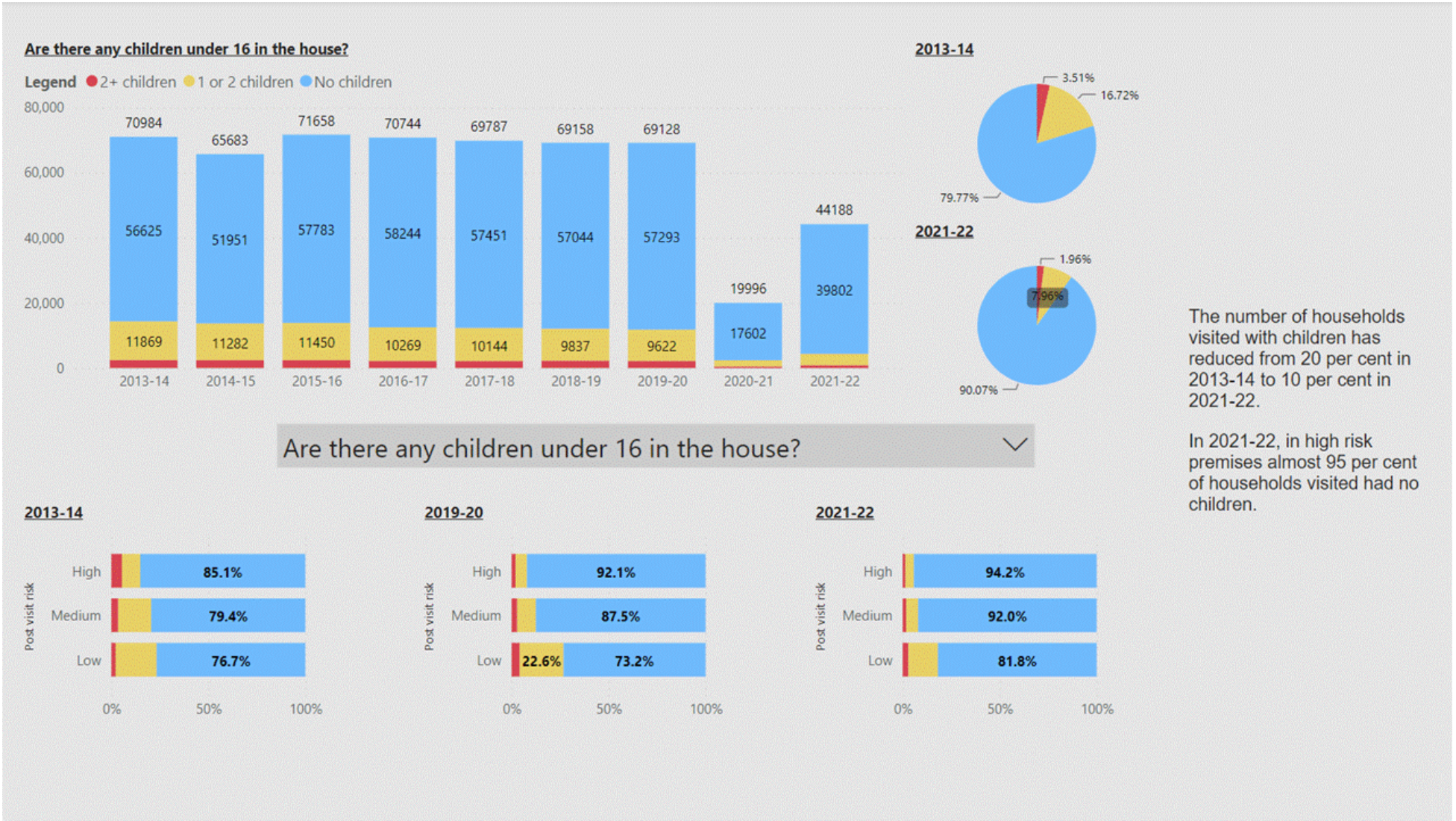
In high risk households this increase has been gradual and actually reduced by 1.5 per cent throughout the pandemic.

How many adults are in the home?



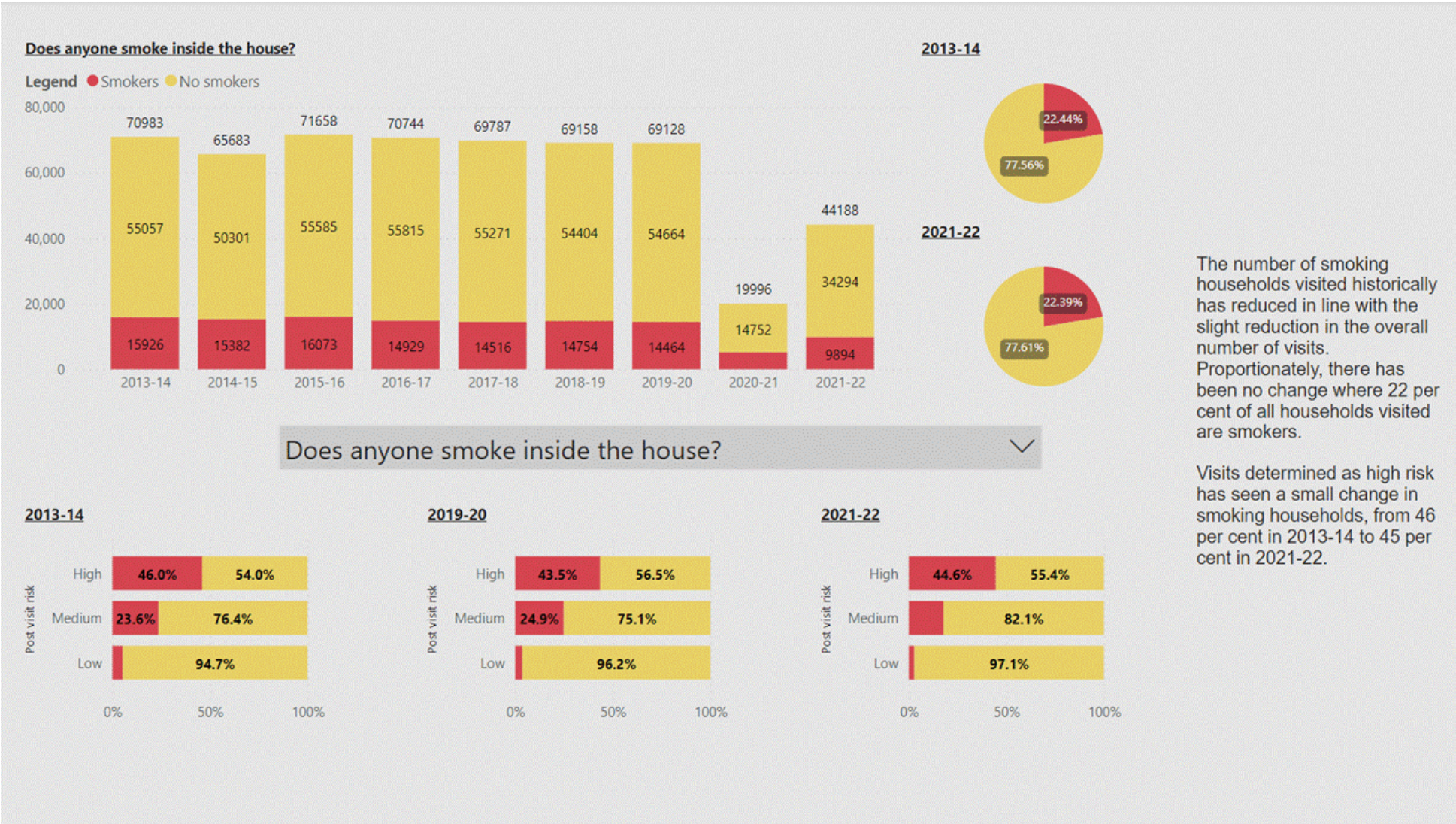






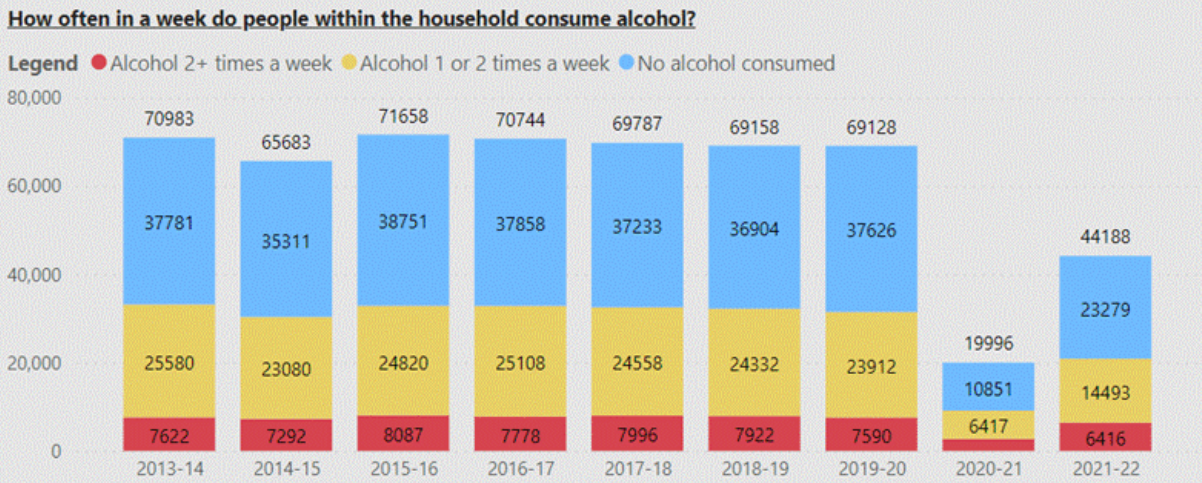
The number of households visited with children has reduced from 20 per cent in 2013-14 to 10 per cent in 2021-22.

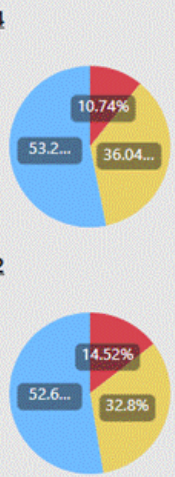
In 2021-22, in high risk premises almost 95 per cent of households visited had no children.



The number of smoking households visited historically has reduced in line with the slight reduction in the overall number of visits. Proportionately, there has been no change where 22 per cent of all households visited are smokers.

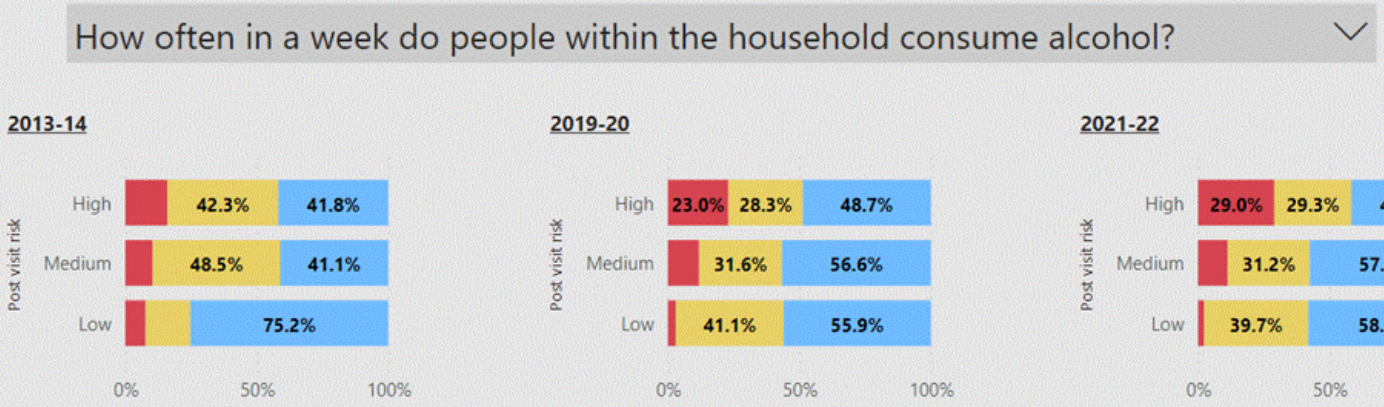
Visits determined as high risk has seen a small change in smoking households, from 46 per cent in 2013-14 to 45 per cent in 2021-22.

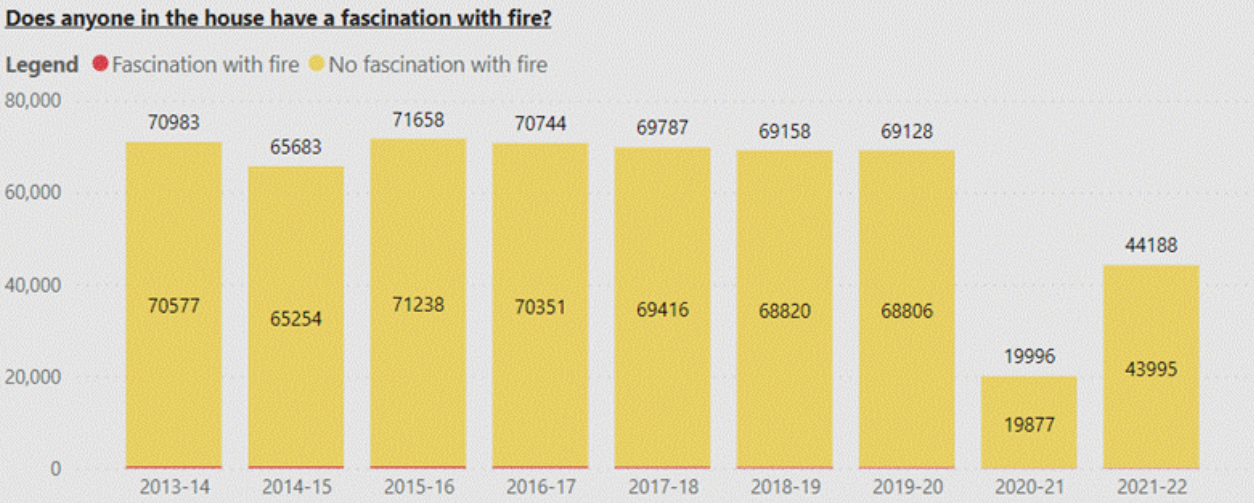


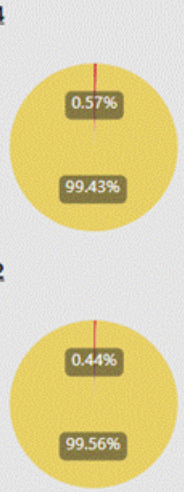


The number of households encountered that consume alcohol remains unchanged but there has been a slight change in relation to the number of occasions. Alcohol consumed more than twice a week has increased from 11 per cent to 15 per cent.

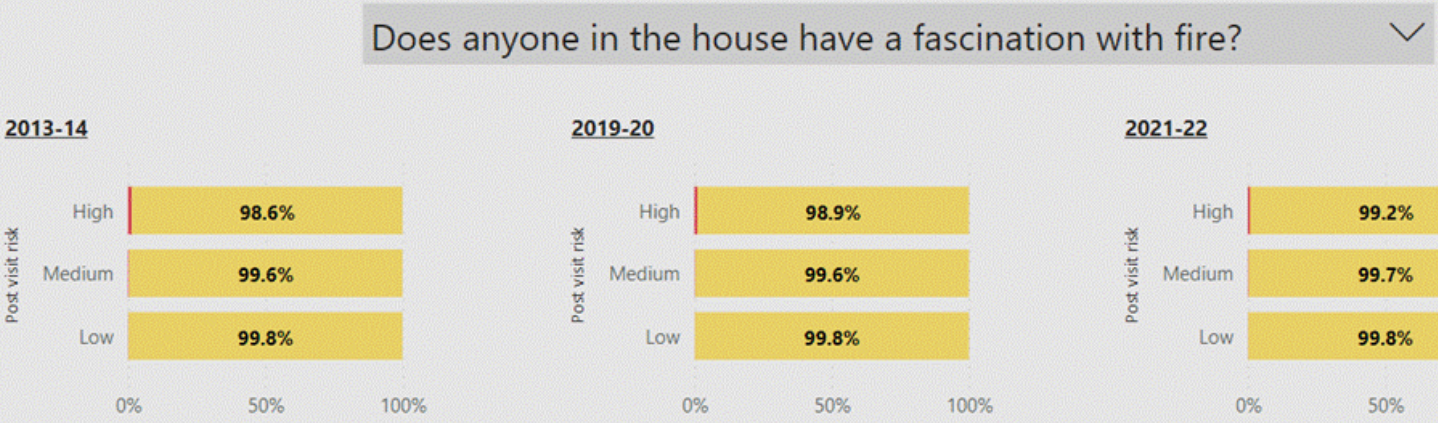
For visits identified as 'high risk', alcohol consumed more than twice a week has risen from 16 per cent to 29 per cent. There has been a six per cent increase over the two years of the pandemic alone.

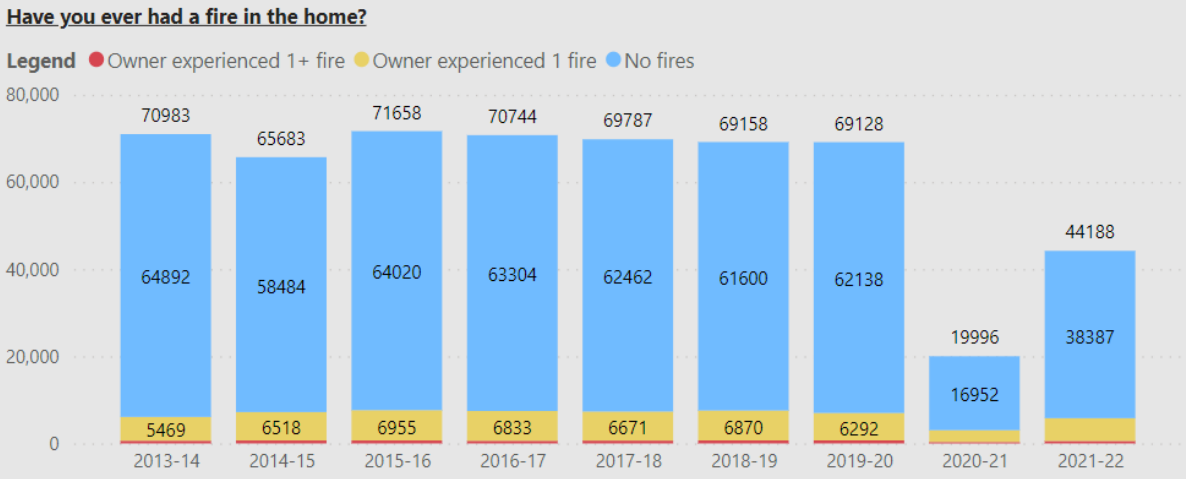


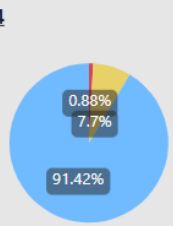


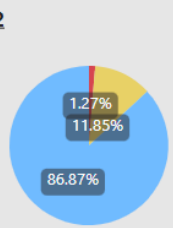


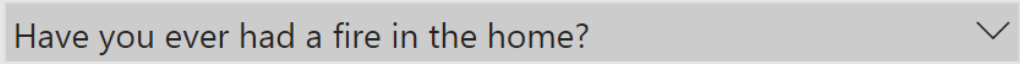
Households identified as having a 'fascination with fire' remains negligible.

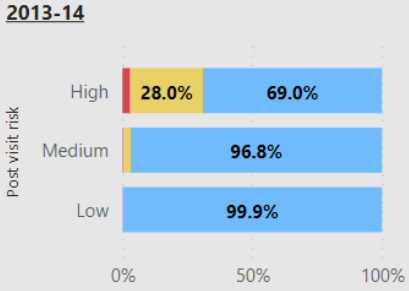


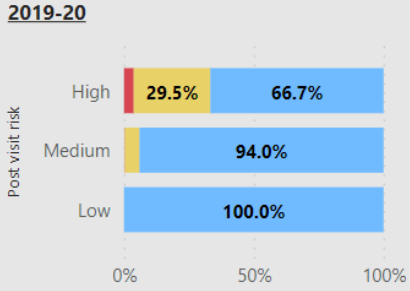


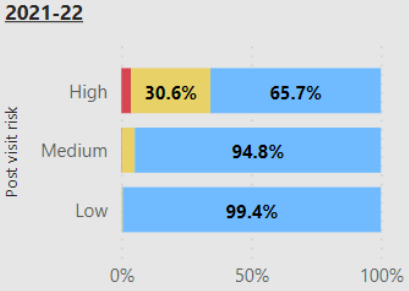






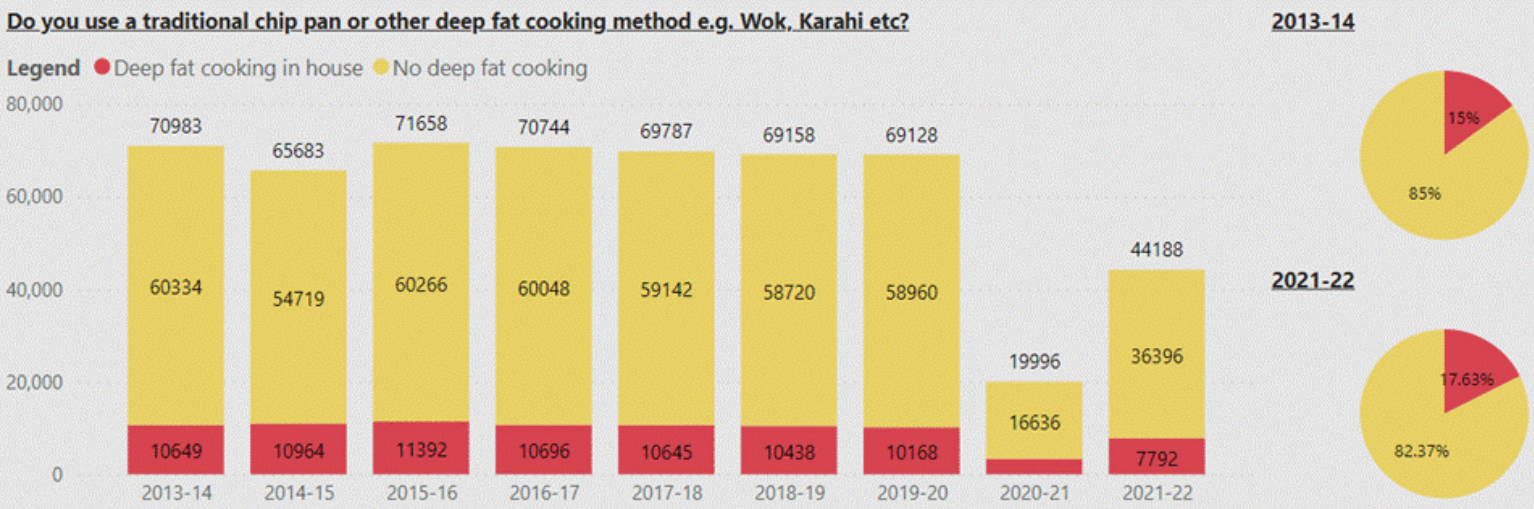






The number of households who have experienced a fire in their home has had a similar level of response since 2014-15. Taking into account 2013-14, there has been an overall increase of 4 per cent for visits conducted in 2021-22.

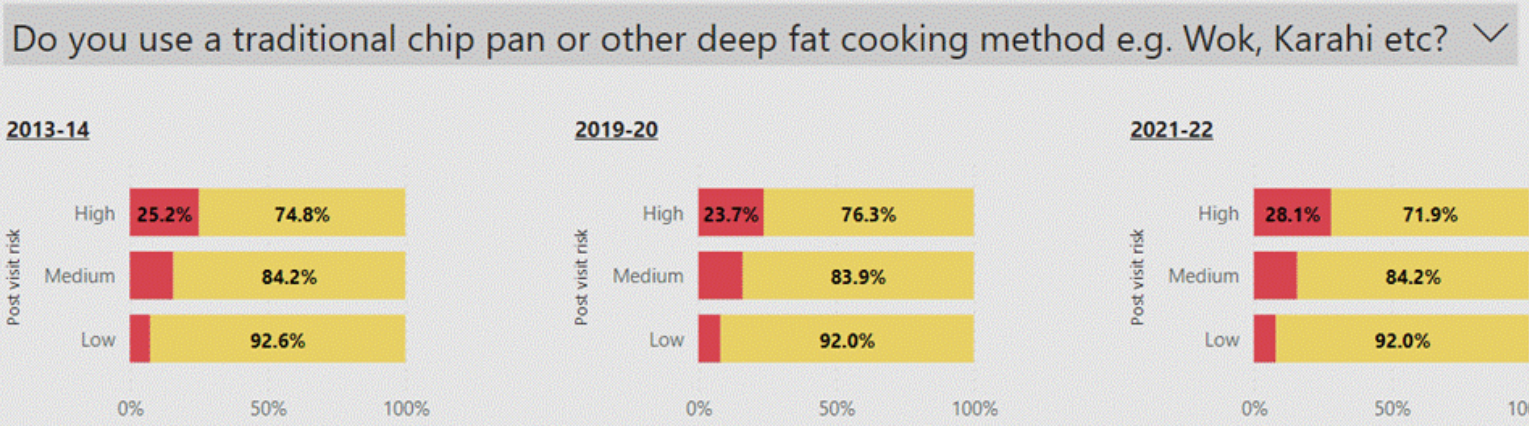
For high risk visits conducted we see that between three and four per cent of households each year have experienced a fire in the home more than once. Around 30 per cent have had a fire on one occasion.

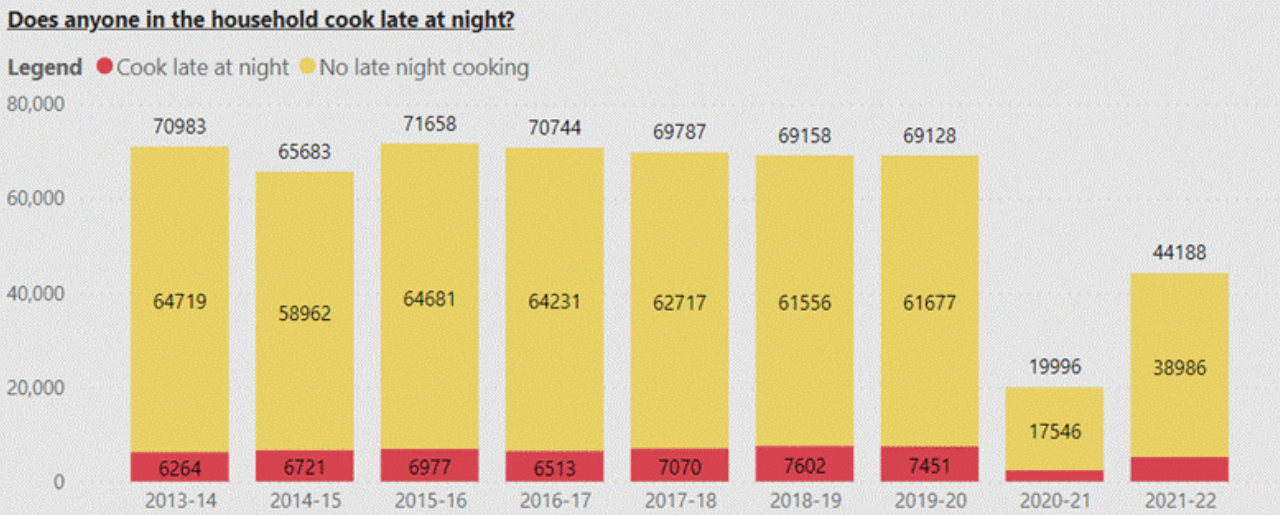


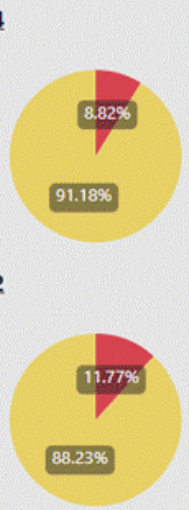
There has been no real change in the number of visits carried out to households who use traditional cooking methods with just over 10,000 visits recorded each year.

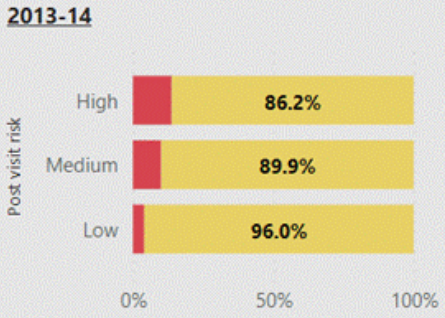
The proportion has varied by a one or two percent as overall visits each year increased and decreased.

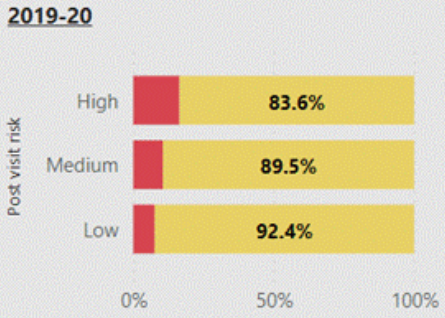
In high risk visits the proportion of households using traditional cooking methods had been around 25 per cent and reduced to 24 per cent in the year before the pandemic. The proportion in 2021-22 was higher than historic at 28 per cent.

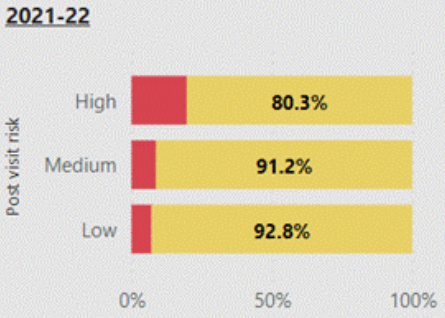






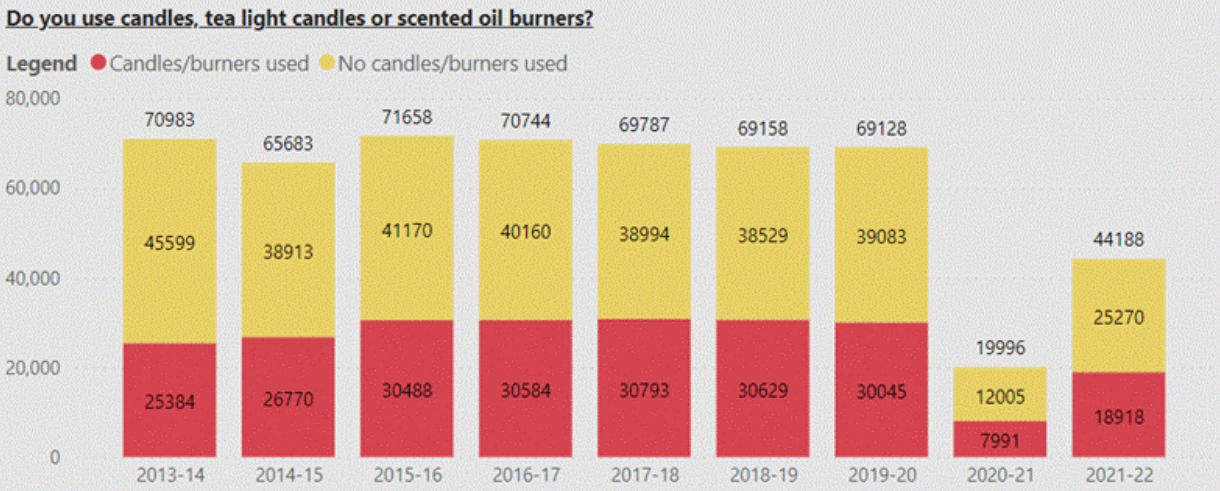


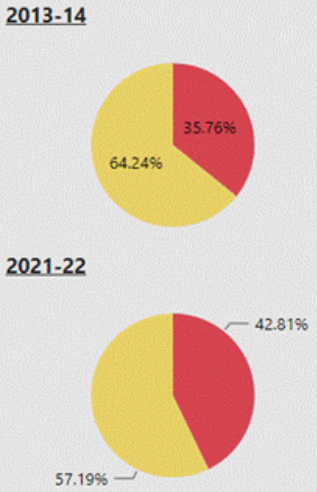




The number of households visited who practice cooking later in the evening has increased over the last nine years. In 2013-14 it accounted for nine per cent of visits and has risen to 12 per cent in 2021-22.

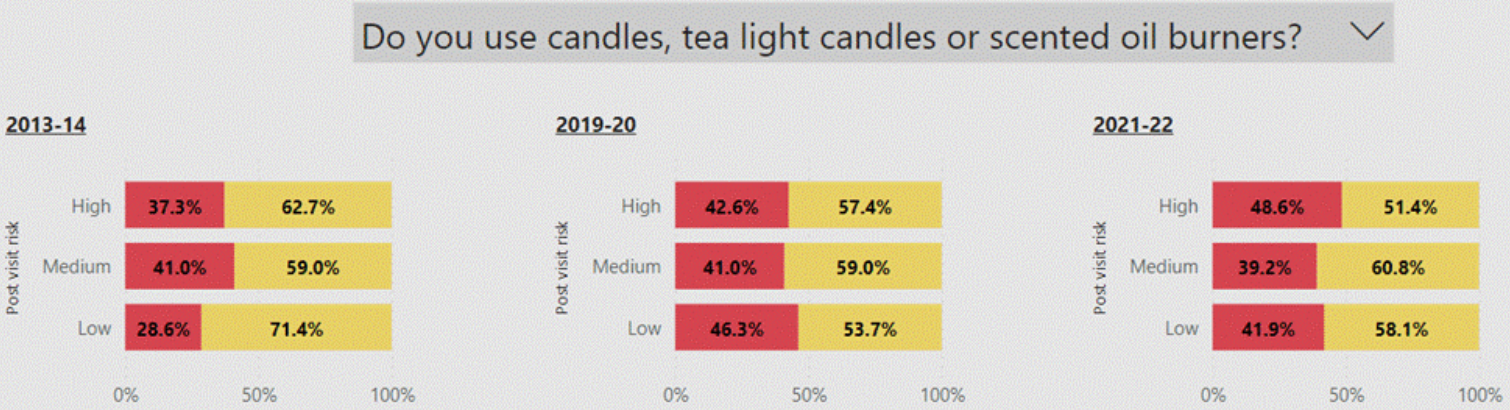
In high risk households there has been an increase of six percent (from 14 to 20 percent) of households cooking later in the evening.

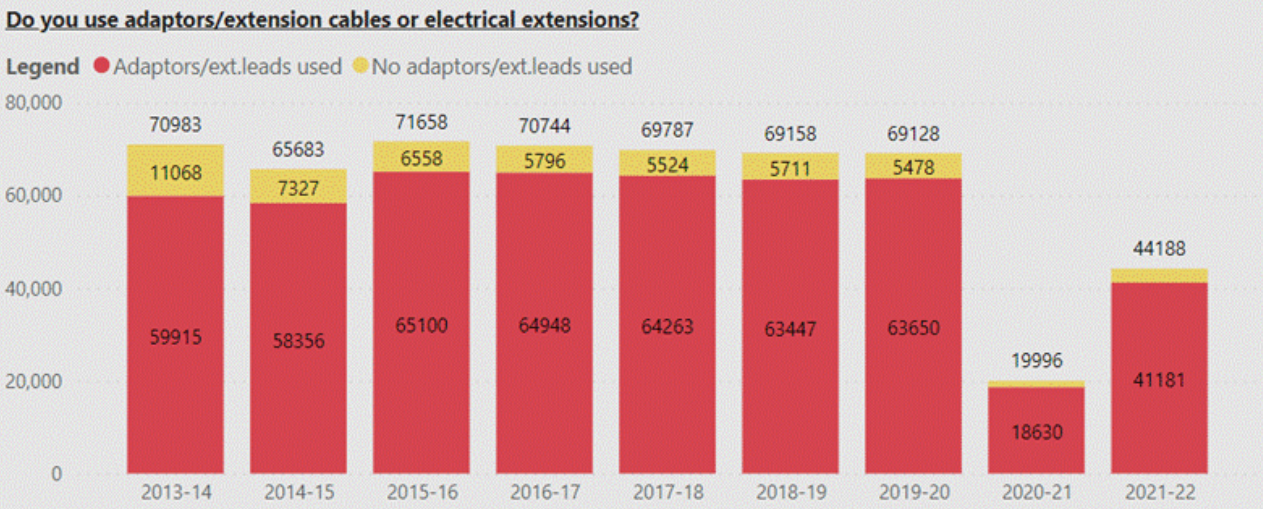


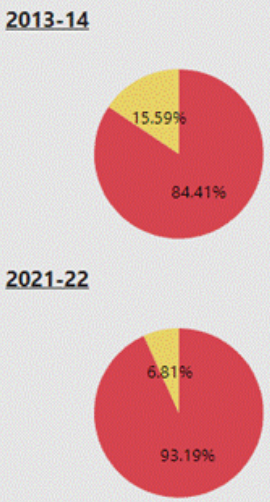


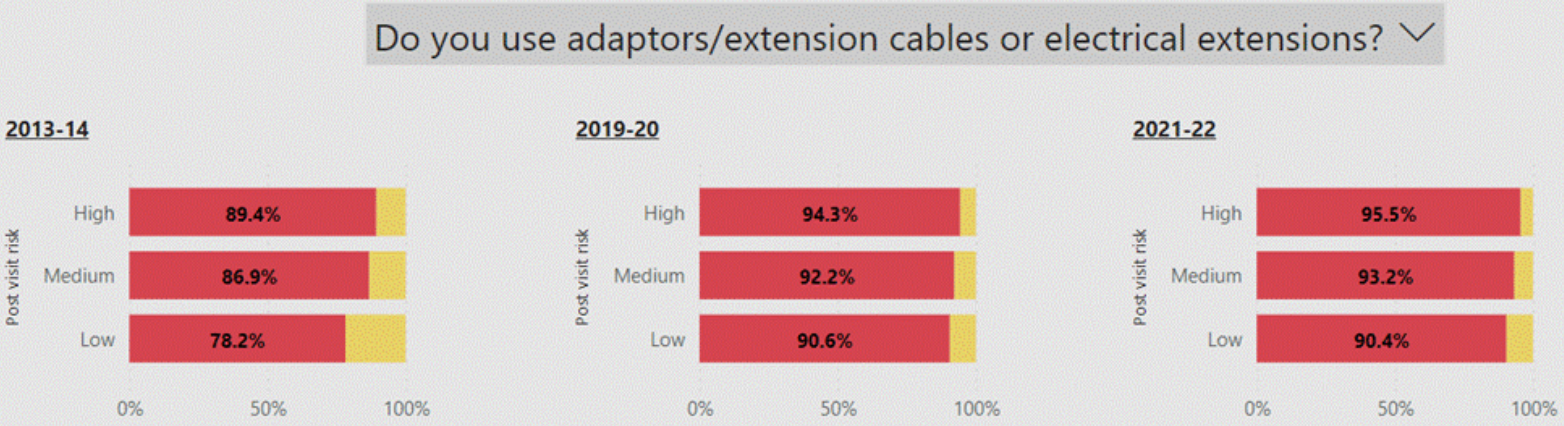
Between 2015-16 and 2019-20 the number of households visited that use candles and/or oil burners was unchanged. There had been an increase over the two years prior, which is signified in a comparison with the last year. Households using candles etc. has increased from 36 per cent to 43 per cent.

Over nine years, high risk visits showed an increase from 37 per cent to 49 per cent of households using candles and/or burners. Low risk increased by 13 per cent and medium risk reduced.





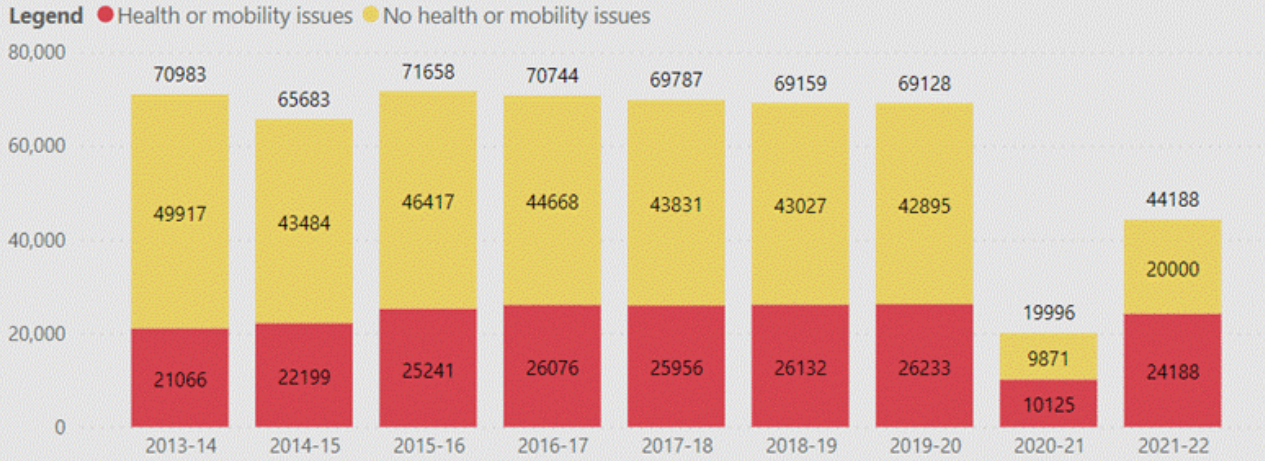




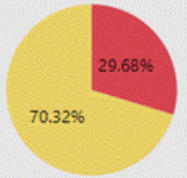
The majority of households visited have identified extensions and adaptors as a commonly used item in the home. This has increased from 84 per cent of all visits to 93 per cent. This is likely to have association with the growing number of electrical devices found in the home and with more people working from home.

High risks households using adaptors/extensions leads has risen from 89 per cent in 2013-14 to 96 per cent in 2021-22.

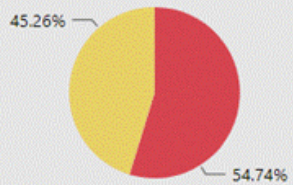
Does anyone in the household have any long term health or mobility issues?



2013-14



2021-22

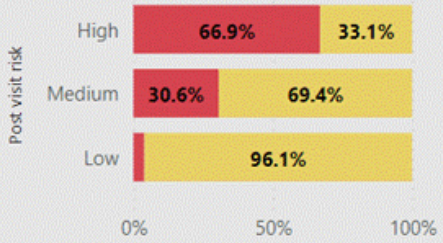


The proportion of households visited where someone has long-term health or mobility concerns has risen from 30 per cent to 55 per cent.

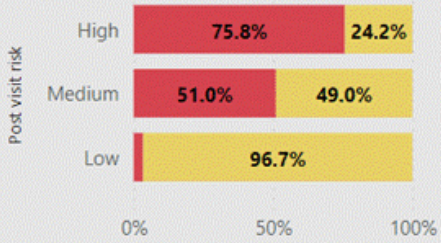
High risk households where long-term health and mobility is factor has risen from 67 per cent to 83 per cent

Does anyone in the household have any long term health or mobility issues?

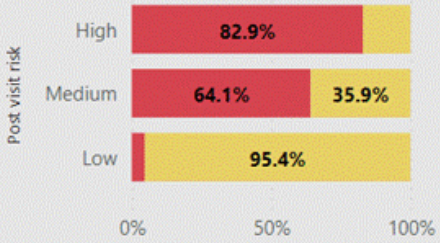
2013-14

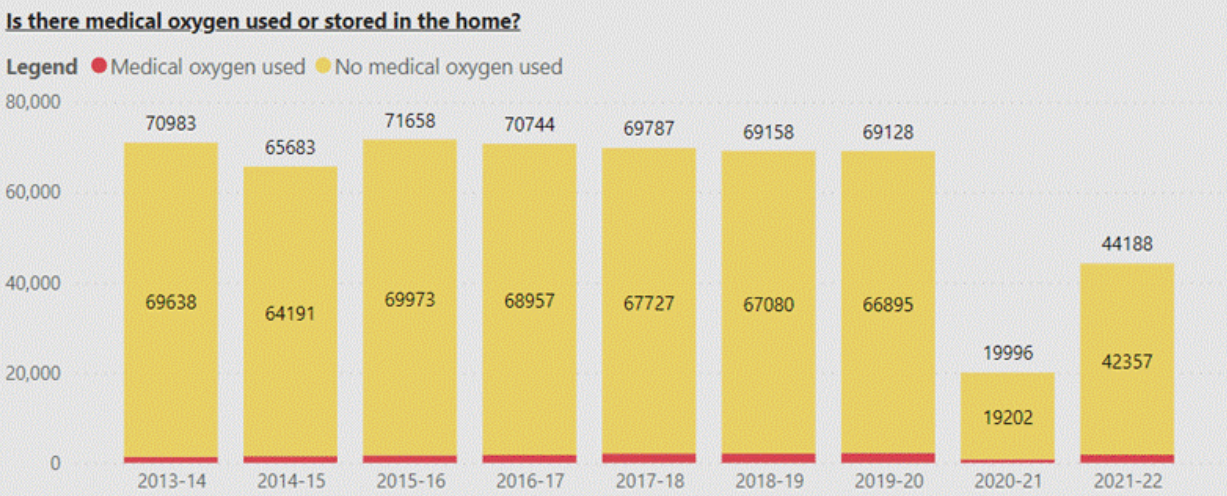


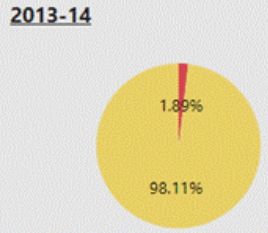
2019-20

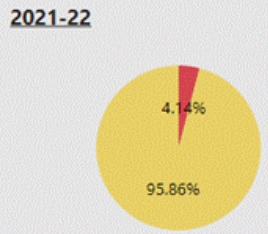


2021-22



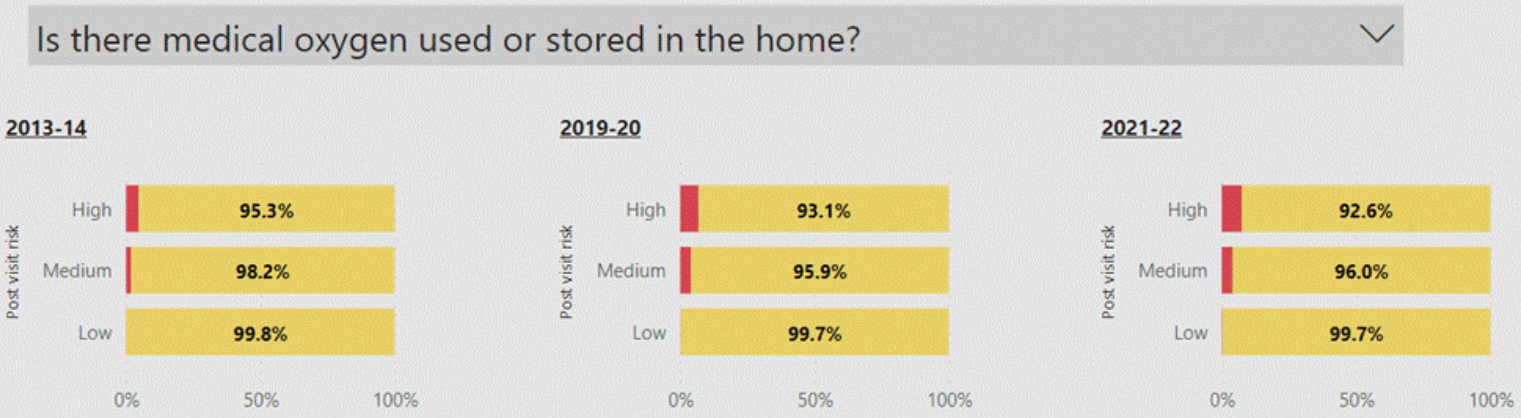


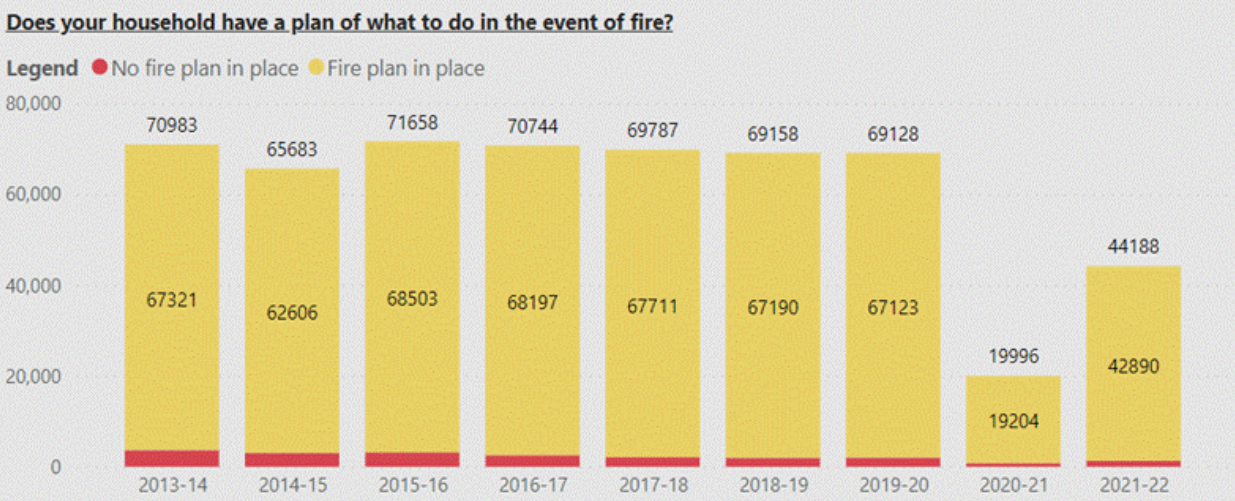


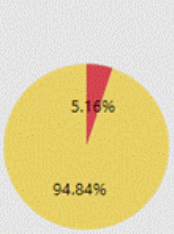


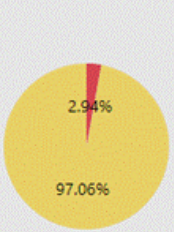
Visits to households using or storing medical oxygen are a very low percentage but proportionately it has increased since 2013-14 from two per cent to four per cent in 2021-22.

Visits to high risk households using or storing medical oxygen have increased from five per cent to seven per cent.



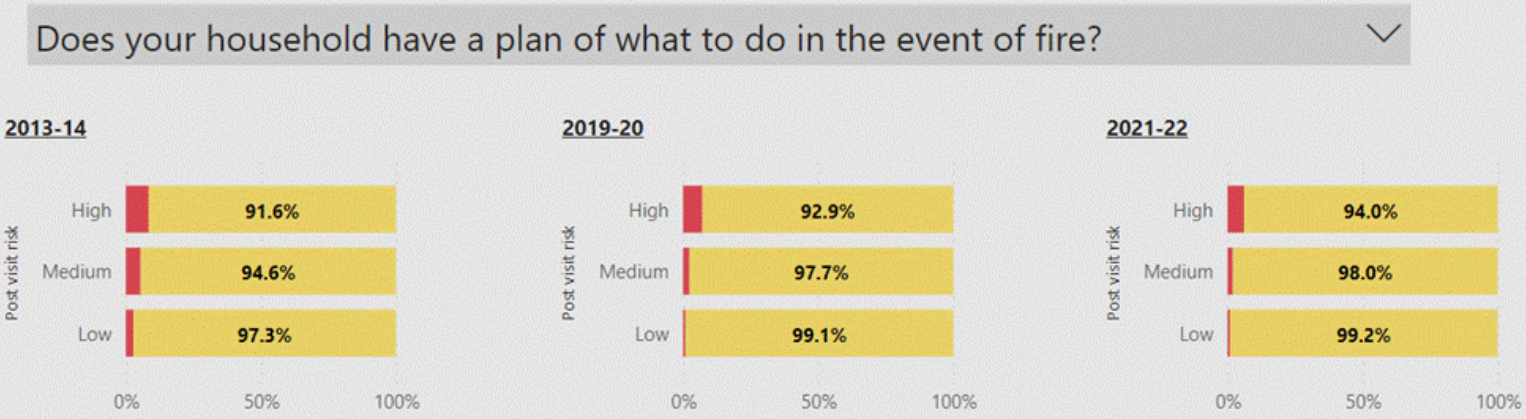


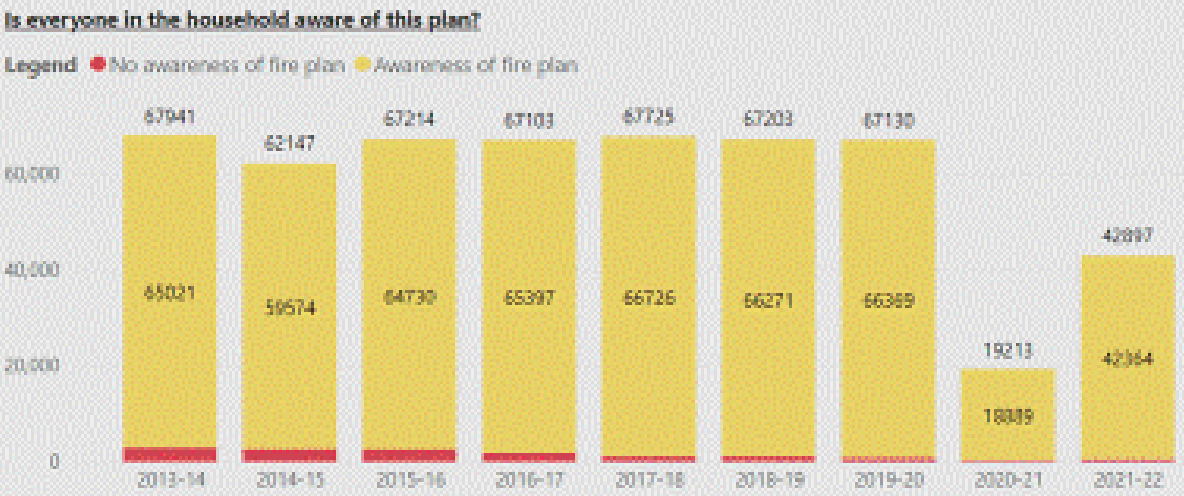


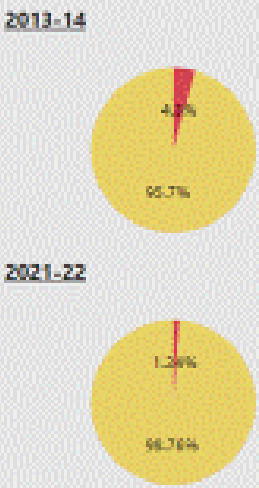


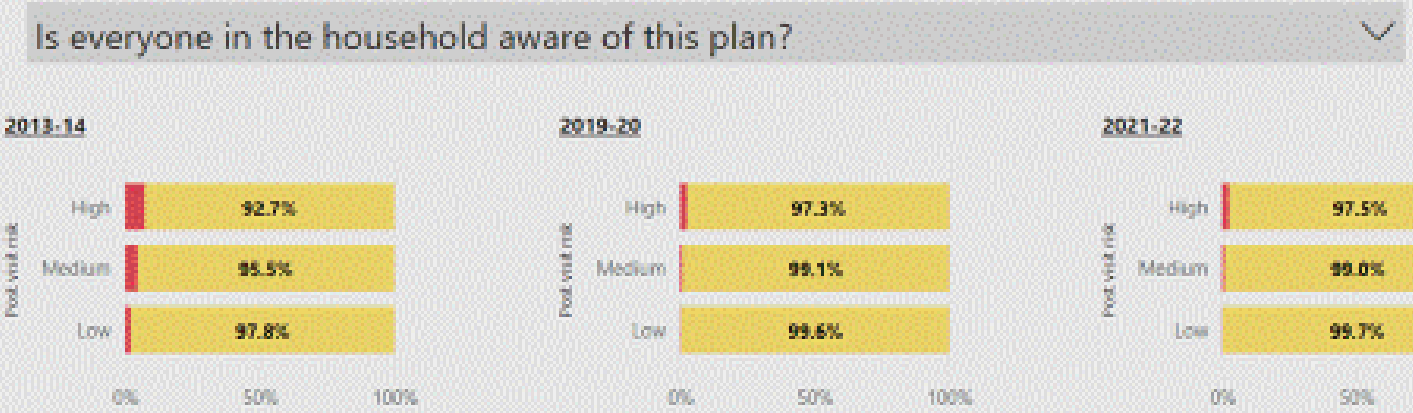
Most households, post visit, have fire plans in place. The percentage of households without a fire plan in place has reduced from five per cent to three per cent.

In high risk households, the percentage of visits where a plan wasn't arranged has reduced eight per cent to six per cent.









Similarly to where having a fire plan in place. The percentage of households not aware of the fire plan has reduced from four per cent to one per cent.

In high risk households, the percentage of visits where a plan was not known has reduced seven per cent to three per cent.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/36-22

Agenda Item: 9.2

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 2022**							
Report Title:	**SFRS OPERATIONAL CLINICAL GOVERNANCE STRUCTURE**							
Report Classification:	**For Information Only**	**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 a high-level overview on how the Scottish Fire and Rescue Service (SFRS) will adopt a Clinical Governance structure, aligned to the SFRS Operational Clinical Governance Framework (OCGF).
2	**Background**
2.1	The Training, Safety and Assurance Directorate (TSA) have agreed arrangements and are continuing to work in partnership with the Scottish Ambulance Service (SAS) to deliver the SFRS Operational Clinical Governance Framework as set out back in September 2021.
2.2	The Memorandum of Understanding (MoU) for the OCGF was agreed and signed by the SFRS Deputy Chief Officer and the SAS Chief Executive in May 2022.
2.3	The Service Level Agreement (SLA) for the OCGF, drafted by the SFRS legal team is now in the final stages of consultation and agreement by the SAS legal team ahead of being formally put in place (As per the procedure for agreeing the MoU.)
3	**Main Report/Detail**
3.1	The primary purpose of this paper is to update Service Delivery Committee (SDC) on the progress being made around the SFRS Operational Clinical Governance Structure as set out within Appendix A.
3.2	For clarity the MoU specifies the establishment of a Clinical Governance Committee that include the SFRS Senior Management Board (SMB). In the interest of ensuring business is streamlined the intention is for the SMB to fulfil the role of the CGC and review the OCGF moving forward (note the specific reference to a 'Committee' will form part of the review so as not to confuse with our SFRS non-Executive's governance structure, but remains at present in order to align with the MoU and OCGF). The CGC role will also be to keep the Strategic Leadership Team informed, and to report directly into the Service Delivery Committee as required, who in turn will keep the SFRS Board sighted on our collaboration work.
3.3	A workshop will be held in due course with the CGC, to clearly set out their Terms of Reference, and Key Performance Indicators will also be given consideration at this same time.

3.4	To support the CGC the established Operational Clinical Governance Technical Working Group, with representation from both SFRS and SAS, will be responsible for the implementation of any agreed recommendations and to review and advise on any developments/proposed changes to the OCGF.
3.5	A Casualty Care Practitioners Group again with SFRS and SAS members, is also well established and will take forward training improvement recommendations arising from the Training delivery, the Technical Working Group, SAS collaboration and any other emerging opportunities to ensure the improvement of casualty outcomes where possible.
3.6	In summary this work therefore is to provide a high-level overview of the SFRS Clinical Governance Structure aligned to the OCGF and thereby providing further assurances that a robust structure is being established and kept under continual review.
4	**Recommendation**
4.1	For the SDC to note the information of the paper including Appendix A, and provide any feedback as appropriate.
5	**Core Brief**
5.1	N/A
6	**Appendices/Further Reading**
6.1	Appendix A – SFRS Clinical Governance Structure
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:	Ally Cameron, Area Commander Training Function
Sponsored by:	Bruce Farquharson, Deputy Assistant Chief Officer, Head of Training
Presented by:	Andy Watt, Assistant Chief Officer, Director of Training, Safety & Assurance

Links to Strategy and Corporate Values

SFRS Strategic Plan 2022-25

Outcome 1 – Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.
Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks.
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
Senior Management Board (Clinical Governance Committee)	*16 November 2022*	*For Scrutiny*
Strategic Leadership Team	*23 November 2022*	*For Information Only*
Service Delivery Committee	*29 November 2022*	*For Information Only*

APPENDIX A

Scottish Fire and Rescue Service (SFRS)

Operational Clinical Governance Structure

1. Purpose:

This document describes how the SFRS addresses the seven pillars of clinical governance and provides an overview of the structure and agreements in place to support this

This document is for internal information only and provides assurance that a suitable Operational Clinical Governance Structure is in place, accurate at time of writing, November 2022.

2. Background:

The SFRS's primary role continues to be a Fire and Rescue Service; however, the Service assists partner emergency services in a range of duties. In both roles, SFRS operational personnel could be reasonably expected to have to deal with casualties and patients. SFRS thereby has a corporate responsibility to ensure all reasonable measures are in place to safeguard the safety of patients, casualties and own personnel in line with the SFRS 'Our Values'.

SFRS is not an ambulance service and therefore does not have the necessary required clinical expertise for all aspects of clinical governance. Consequently, SFRS will rely on the Scottish Ambulance Service (SAS) for some aspects of its clinical governance, as detailed within section 3, below. The reliance on the SAS is laid down clearly within the Memorandum of Understanding (MoU) and Service Level Agreement (SLA).

3. Seven Pillars of Clinical Governance:

3.1 Leadership and Governance

The SFRS Board (through the Service Delivery Committee (SDC)) and Strategic Leadership Team (SLT) will be kept informed of clinical matters through an annual report. The annual report will be provided by the SFRS Clinical Governance Committee (an extension of SFRS Senior Management Board) and SFRS Operational Clinical Governance Technical Working Group (TWG). See Figure 1.

The annual report will provide an overview of clinical activity and also include key relevant areas of governance. Note other reports may also be produced on an as required basis or at specific request from SLT, SDC or the SFRS Board.

Progress updates and detail with regard clinical activity across the Service will be provided through the quarterly SDC Service Delivery update report, as appropriate.

3.2 Training, People Management and Support

Medical training of SFRS personnel to appropriate levels will be conducted with the support of the SAS. The training packages will be regularly reviewed by SAS subject matter experts on behalf of the SFRS in line with latest clinical developments, best practice guidelines and to ensure continual professional development.

People management, will be monitored through SFRS People and Organisational Development, Training, Safety and Assurance and Service Delivery Directorates to ensure suitable numbers of trained personnel are maintained and balanced accordingly across the Service.

As part of SFRS's commitment to promoting heathy working environments for all personnel, any support required will be provided through the current provision of post incident support procedure.

3.3 Equipment

The equipment employed by the SFRS to assist with casualties and patients will be agreed and regularly reviewed by the SAS where appropriate on behalf of the SFRS, in line with current best practice. The upkeep of equipment is the responsibility of the SFRS and will be in line with the recommended maintenance timescales.

3.4 Clinical practice

The SFRS will rely on the SAS to adopt and provide best practice guidelines in line with national clinical guidance and to ensure that the SFRS's procedures comply with that guidance.

3.5 Audit and continuous improvement

Audit of clinical activity conducted by the SFRS will be completed in conjunction with the SAS in line with a pre-agreed schedule. Audit of other aspects of clinical governance, such as number of personnel trained, will be the responsibility of the SFRS and linked to People Management as stated within 3.2 above. Learning and continuous improvement will arise from the clinical audit arrangements.

3.6 Risk management

Risk management is the responsibility of the SFRS in line with its established risk management processes.

3.7 Patient and Public Involvement

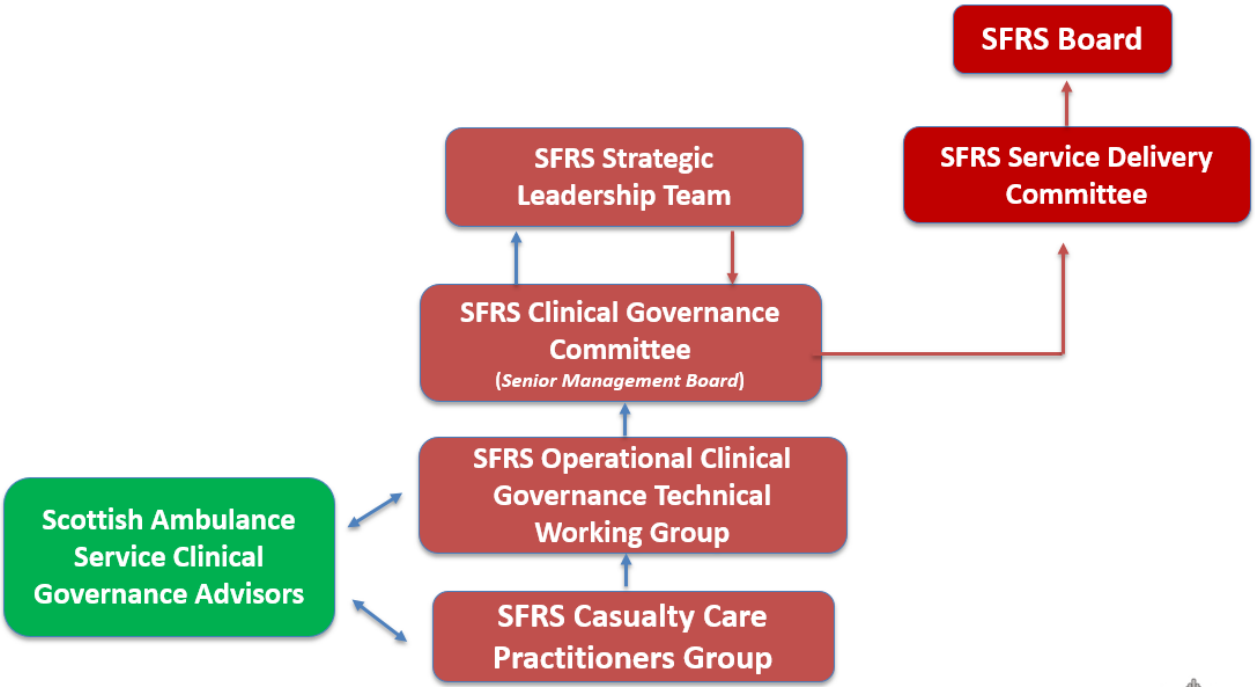
The SFRS currently has a limited number of patients and casualty contact time. The SFRS will therefore take learning when and where appropriate from the SAS in a way that is meaningful to the level of service the SFRS delivers.

4. Summary Overview:

The SFRS is primarily responsible for the provision of a Fire and Rescue Service. It also works in partnership with the SAS in a support role attending incidents which may involve patients. The SFRS therefore requires to have a suitable system of Clinical Governance to ensure the safety of its people and the public. By working closely with the SAS and utilising specialist clinical skills and knowledge, the SFRS is at the start of a journey to develop a robust framework of Clinical Governance that is required to ensure it fulfils its corporate responsibilities commensurate with its role.

Figure 1:

High-Level Governance Reporting



SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/37-22

Agenda Item: 10

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 2022**							
Report Title:	**SFRS COMPLAINTS ANNUAL REPORT 2021/22**							
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 with a progress update regarding the SFRS Complaints process as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) and provide the annual statistics for 2021/22.
2	**Background**
2.1	The Scottish Public Services Ombudsman Act 2002 provides the legislative basis for SPSO to publish the Model Complaints Handling Procedures (MCHP) for bodies under the SPSO's jurisdiction.
2.2	SPSO revised and reissued all the MCHPs on 31 January 2020, following consultation with all sectors and public bodies were required to implement this updated MCHP over the business year, with full implementation by no later than 1 April 2021 but due to Covid-19, the SPSO accepted that provided progress was being made, this was accepted.
2.3	SFRS published the new SFRS Complaints suite of documents on 17 December 2021 after consultation and progression through the Information Governance Group and Good Governance Board.
3	**Main Report/Detail**
3.1	The new MCHP requires organisations to report on and publish complaints performance information in line with complaints performance indicators published by the SPSO. There are four mandatory quantitative KPIs and it is a minimum requirement for all organisations to report against these mandatory KPIs in their annual complaints performance report.
3.2	Deadlines for publishing annual complaints performance reports for Local Authorities, Registered Social Landlords, Scottish Government, Scottish Parliament and Associated Public Bodies, are applicable for data collected from 1 April 2022. The annual report publication deadline is the end of October each year, therefore, the first annual report using these KPIs will be in October 2023.
3.3	SFRS were already collating most of the data for these KPI's throughout 2021/22 therefore have reported on this and the data collected from 1 April 2022 now fully meets the new criteria.
3.4	Below is some of the key statistical data for 2021/22:

Period	Total No Complaints Received	Change from previous year
2021/22	193	+26
2020/21	167	+41
2019/20	126	+26
2018/19	109	N/A

3.5 Complaints can be dealt with either at the frontline resolution stage (Stage 1), for issues that are straightforward and simple, requiring little or no investigation, or the investigation stage (Stage 2), where the customer is dissatisfied with the Stage 1 response or refuses to engage with attempts to handle the complaint at Stage 1 or it is clear that the complaint requires investigation from the outset.

3.6 The majority of SFRS complaints (69%) are dealt with at Stage 1.

Days to Respond				
Year	Response in 1-5 days (Stage 1)	Response in 6-20 days (Stage 2)	Response in 20+days (Extension)	Total
2021/22	136	48	9	193

Complaints by average number of days to respond	SFRS
Response in 1-5 days (Stage 1)	3
Response in 6-20 days (Stage 2)	13
Response in 20+days	28

3.7 There are a number of different outcomes to formal complaints: upheld; partially upheld; not upheld; withdrawn or dealt with under internal procedures. The majority of complaints received by SFRS continue to be not upheld, either at Stage 1 or 2.

Outcome of complaint	Number	%
Claim	1	1%
Upheld	69	36%
Partially Upheld	8	4%
Internal Procedures	9	5%
Not Upheld	102	53%
No response from complainant	3	2%
Withdrawn	1	1%

3.8 A full breakdown of statistics is available on the attached Appendix, including by:

- Service Delivery Area/Department
- Categories/sub categories
- Not Upheld by LSO/Dept
- Upheld/Partially Upheld by LSO/Dept

3.9 Where a complaint is upheld in whole or part, a suitable apology can be made to the customer and actions taken, wherever possible, to address their concerns and/or improve service provision.

3.10 Where complaints identify issues of persistent service failure, these should be addressed by the Information Governance Group (IGG). Analysis of complaints data is reviewed quarterly by IGG and embedded in change and improvement processes.

3.11 At the conclusion of Stage 2, customers are referred to the SPSO, should they remain unhappy. The SPSO may decide to investigate the complaint and this is considered the third, and final, stage of the complaint's journey. Where the SPSO make a decision on a complaint, it cannot be investigated again by SFRS.

3.12 SFRS had one case relating to call handling referred to the SPSO in August 2021. The decision received in March 2022 stated that SFRS provided a prompt response, engaged fully.

3.13 Complaints can be made in a variety of ways: in person, by telephone, using a paper form or increasingly, online using a bespoke complaints form. More than 95% of complaints are now made online, via our website. While complaints made via social media channels are noted by the Communications Team, customers are always signposted to the online complaints procedure, should they wish their complaint to be progressed formally. This process is embedded in the revised Complaints Handling Policy.

3.14 At the present time, it is not generally possible to quantify the amount of time spent by officers/staff on dealing with complaints. Some complaints are straightforward and will involve little resource to resolve, while others will take much longer to resolve and potentially involve a larger group of officers/staff. A small number of complainants can take up a disproportionate amount of resource, potentially to the disadvantage of the Service.

3.15 The overall number of complaints received has risen for 2020/21 from 167 to 193.

	2018/19	**2019/20**	**2020/21**	**2021/22**
Upheld	22	25	45	69
Not Upheld	48	68	90	103
Internal Procedures	19	13	16	9
Partially Upheld	10	12	14	8
No Response	10	7	0	3
Withdrawn	0	1	2	1
	109	**126**	**167**	**193**

3.16 Most complaints opened during 2021/22 were closed in the same period, reflecting successful complaints handling.

3.17 Performance at Stage 1 is 3 days on average for complaints to be closed. This is below the national performance target of 5 days.

3.18 Performance at Stage 2 is 13 days on average for complaints to be closed. This is below the national performance target of 20 days.

3.19 The majority of complaints received were recorded against Service Delivery, Driving, On Duty Conduct, Off Duty Conduct and Social Media.

3.20 **Service Delivery**

3.20.1 During 2021/22, we changed our method of capturing complaints to Sharepoint (Lists), which allows us to use Power BI to interrogate the data and provide a more detailed analysis. The Service Delivery category previously was too large and difficult to analyse therefore we divided it into sub categories. At the end of 2021/22 there were 29 sub categories within Service Delivery. These are reviewed continually and have been improved upon for 2022/23.

3.20.2 The total number of Service Delivery complaints during 2021/22 was 83 of which 57 were not upheld, 20 upheld, 5 partially upheld and 1 withdrawn.

3.20.3	We are unable to provide an accurate detailed comparison to 2020/21 as the new categories created in 2021/22 which were developed further for 2022/23 do not match. A breakdown is available on the attached Appendix 1.
3.21	**Driving**
3.21.1	Driving had a total of 31 complaints of which 14 were upheld either in full or partially. This was an increase from 2020/21s total of 26.
3.21.2	As part of all driving courses, driver attitudes and behaviours are assessed throughout the course and form part of the candidate's assessment to determine if they have met the standard expected. Training, Safety and Assurance (TSA) have requested that all instructors pay particular focus on the training delivered to candidates prior to undertaking any practical driving elements and ensure that the pre course study packs have been completed (incorporating the highway code element which will cover the road traffic signs and exclusions complaints relating to Parking). All of which are assessed by way of Q&A sessions prior to practical training.
3.21.3	LSO based Training Station Commanders have also been contacted to highlight the concerns around On Call staff responding to pagers and reinforce, through the local management teams responsible for RDS stations, their responsibilities to comply with road traffic regulations on pager activation.
3.21.4	Quarterly statistics are provided to TSA to allow them to monitor driving issues highlighted and continue working towards reducing the number of complaints.
3.22	**On Duty Conduct**
3.22.1	On duty conduct (attitude/behaviour) had a total of 23 complaints which is an increase on last year's figure of 15. Sub totals are: not upheld 10, upheld 10, partially upheld 1, dealt with under internal investigation 2.
3.22.2	When we analyse the upheld/partially upheld statistics based on LSO areas, whilst the numbers may seem relatively high, the numbers are only identified as 1's or 2's, spread over 18 locations and there is no particular trend where service improvement can be implemented.
3.23	**Off Duty Conduct**
3.23.1	Off duty conduct (attitude/behaviour) had a total of 19 complaints which is a slight decrease on last year's figure of 20. Sub totals are: not upheld 8, upheld 7, partially upheld 1, dealt with under internal investigation 3.
3.23.2	Again, when we analyse the upheld/partially upheld statistics based on LSO areas, whilst the numbers may seem relatively high, the numbers are only identified as 1's or 2's, spread over 18 locations.
3.24	**Social Media**
3.24.1	Social Media (Facebook) had a total of 15 complaints which is a reduction on last year's figure of 26. Sub totals are: not upheld 4, upheld 7, partially upheld 1, dealt with under internal investigation 3.
3.24.2	Communications and Engagement are currently reviewing the Social Media Policy and working with Information Governance to ensure the correct guidance is available and adhered to throughout SFRS to avoid any further complaints. Any issues identified by an upheld complaint were dealt with immediately and communications/guidance issued at that time.

3.25 3.25.1	**Benchmarking** Being a national service of our size makes it difficult to benchmark against similar organisations as there isn't one which covers the same geographical area, same numbers in staffing, or same issues which are complained about. However, the overall number of complaints received as an organisation of our size are significantly low. Police Scotland 2021-22 6,503 -455 2020-21 6,958 Glasgow City Council 2021-22 6,753 +656 2020-21 6,097
3.26 3.26.1	**Recording** Using Sharepoint (Lists) to collate complaints allows us to use Power BI to interrogate the data and provide a more detailed analysis which is more user friendly and meaningful moving forward.
3.26.2	Our next step is to give live access to LSO's and Heads of Service so that they can monitor their own areas and also provide more feedback on how complaints were dealt with and any improvements which have been made. They will have the ability to look at other areas across service and identify any trends as they appear rather than at the end of each quarter.
3.26.3	We have also updated the Complaints area of the website in line with SPSO Guidance which has made it more user friendly and easier for people to make a complaint if required.
3.26.4	These changes are to support our organisation in evaluating our own performance, driving improvement and sharing good practice through the associated complaints handlers networks thus ensuring we provide excellent service to our customers through effective complaints handling procedures.
3.26.5	As detailed earlier in this report the annual report publication deadline for the SPSO is the end of October each year, therefore, the first annual report due will be in October 2023. Our intention is to submit this report to SDC before submission to SPSO.
4	**Recommendation**
4.1	The Service Delivery Committee are asked to scrutinise the contents of this report and the methods of collating/analysing data and making improvements, based on the new Model Complaints Handling Policy.
5	**Core Brief**
5.1	N/A
6	**Appendices/Further Reading**
6.1 6.2	Appendix 1 – Statistics Spreadsheet Appendix 2 – Examples of Complaints
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:	Carol Wade, Information Governance Manager/Data Protection Officer
Sponsored by:	Marysia Waters, Head of Communications and Engagement

Presented by:	Carol Wade, Information Governance Manager/Data Protection Officer

Links to Strategy and Corporate Values

The Complaints process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:

Improving the use of data and business intelligence to support decision making.
Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Information Governance Group	24/11/2022	*For Information*
Service Delivery Committee	29/11/2022	*For Scrutiny*

APPENDIX 1

Year/Qtr	QTR 1	QTR 2	QTR 3	QTR 4	Total
2021-22	41	60	39	53	193

Complaints by days to respond	Response in 1-5 days (Stage 1)	Response in 6-20 days (Stage 2)	Response in 20+days	Total
2021-22	136	48	9	193

Outcome of complaint	Number	%
Claim	1	1%
Upheld	69	36%
Partially Upheld	8	4%
Internal Procedures	9	5%
Not Upheld	102	53%
No response from complainant	3	2%
Withdrawn	1	1%

Complaints by average number of days to respond	
Response in 1-5 days (Stage 1)	3
Response in 6-20 days (Stage 2)	13
Response in 20+days	28

	2018/19	2019/20	2020/21	2021/22
Upheld	22	25	45	69
Not Upheld	48	68	90	103
Internal Procedures	19	13	16	9
Partially Upheld	10	12	14	8
No Response from complainant	10	7	0	3
Withdrawn	0	1	2	1
	109	**126**	**167**	**193**

Complaints by SDA and LSO/Dept	QTR1	QTR2	QTR3	QTR4	Total
East					
City of Edinburgh	5	5	3	5	**18**
Falkirk and West Lothian	0	5	2	0	**7**
ICT	1	0	0	0	**1**
Midlothian, East Lothian and the Scottish Borders	2	2	2	4	**10**
Stirling, Clackmannanshire and Fife	3	4	3	1	**11**
North					
Aberdeen City, Aberdeenshire and Moray	2	7	2	6	**17**
Dundee, Angus, Perth and Kinross	2	2	7	5	**16**
Highlands	4	2	3	4	**13**
Western Isles, Orkney and Shetland Islands	0	2	0	2	**4**
SFRS					
Control	0	1	0	0	**1**
P&P	0	0	0	4	**4**
POD	0	0	0	1	**1**
SFRS	2	10	4	2	**18**
West					
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	0	1	4	4	**9**
Control	1	0	0	0	**1**
Dumfries and Galloway	0	3	3	2	**8**
East Ayrshire, North Ayrshire and South Ayrshire	1	5	1	2	**9**
East Renfrewshire, Renfrewshire and Inverclyde	0	3	1	4	**8**
Glasgow City	6	5	0	6	**17**
Lanarkshire	4	3	4	1	**12**
SFRS	8	0	0	0	**8**

Complaints by LSO/Dept	QTR1	QTR2	QTR3	QTR4	Total
SFRS	10	10	4	2	**26**
City of Edinburgh	5	5	3	5	**18**
Aberdeen City, Aberdeenshire and Moray	2	7	2	6	**17**
Glasgow City	6	5	0	6	**17**
Dundee, Angus, Perth and Kinross	2	2	7	5	**16**
Highlands	4	2	3	4	**13**
Lanarkshire	4	3	4	1	**12**
Stirling, Clackmannanshire and Fife	3	4	3	1	**11**
Midlothian, East Lothian and the Scottish Borders	2	2	2	4	**10**
East Ayrshire, North Ayrshire and South Ayrshire	1	5	1	2	**9**
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	0	1	4	4	**9**
East Renfrewshire, Renfrewshire and Inverclyde	0	3	1	4	**8**
Dumfries and Galloway	0	3	3	2	**8**
Falkirk and West Lothian	0	5	2	0	**7**
Western Isles, Orkney and Shetland Islands	0	2	0	2	**4**
P&P	0	0	0	4	**4**
Control	1	1	0	0	**2**
POD	0	0	0	1	**1**
ICT	1	0	0	0	**1**

Complaints by category	QTR1	QTR2	QTR3	QTR4	Total
Service_Delivery	16	28	13	26	**83**
Driving	9	10	4	8	**31**
On_Duty_Conduct	6	8	4	5	**23**
Off_Duty_Conduct	4	2	8	5	**19**
Social_Media	1	5	7	3	**16**
SFRS_Premises	3	3	2	1	**9**
Recruitment	1	2	0	3	**6**
Website	0	1	1	1	**3**
COVID-19	1	1	0	1	**3**

Complaints by category/sub category	QTR1	QTR2	QTR3	QTR4	Total
Service_Delivery					
SD - Actions of Crew	3	2	3	1	9
SD - Breach of Confidentiality	2	0	0	1	3
SD - Call Handling - HFSV	0	2	0	3	5
SD - Call Handling - Staff Rude	0	1	0	0	1
SD - Call Handling - Unable to contact	0	4	0	0	4
SD - Correspondence - delayed response	0	2	0	0	2
SD - Correspondence - no response	0	0	0	1	1
SD - Correspondence - online forms / HFSV form	0	0	1	2	3
SD - Correspondence - Unhappy with response	0	1	0	1	2
SD - Crew/Staff Shortage	0	1	0	0	1
SD - Damage - Property	0	1	1	3	5
SD - Damage - Vehicle	1	0	0	0	1
SD - Failure to Attend/Assist	1	2	0	0	3
SD - Failure to Extinguish	1	1	2	0	4
SD - Failure to follow Procedures	2	0	0	3	5
SD - Forced Entry - Excessive damage	0	1	2	0	3
SD - Forced Entry - Left Unsecure	1	1	0	0	2
SD - Forced Entry - Unnecessary entry	0	1	0	4	5
SD - HFSV/Smoke Alarms	1	1	0	2	4
SD - Hydrants - Damaged	0	1	0	0	1
SD - Hydrants - Injury	0	1	0	0	1
SD - Hydrants - Pressure	1	0	0	0	1
SD - Hydrants - Water Supply	0	1	0	0	1
SD - Incident - Fire	1	0	2	2	5
SD - Incident - Other	0	1	0	0	1
SD - Incident - RTC	0	1	0	0	1
SD - Incident - Special Service	0	1	0	0	1
SD - New Alarm Regulations	0	1	2	3	6
SD - Refusal to extinguish	2	0	0	0	2
Driving					
D - Dangerous/inappropriate Driving - Appliance	3	2	1	1	7
D - Dangerous/Inappropriate Driving - Responding to Pager	0	1	1	2	4
D - Dangerous/Inappropriate Driving - SFRS Car	1	1	0	2	4
D - Dangerous/inappropriate Driving - Van	0	1	1	0	2
D - Parking - Appliance	2	1	0	2	5
D - Parking - other vehicle	2	2	0	1	5
D - Use of Siren/Blue Lights - Appliance	1	2	1	0	4
On_Duty_Conduct					
OnD - Attitude	2	5	1	4	12
OnD - Behaviour	4	3	3	0	10
OnD - Breach of Confidentiality	0	0	0	1	1
Off_Duty_Conduct					
OffD - Alleged Drug/Alcohol Use	2	0	2	0	4
OffD - Behaviour	1	1	4	1	7
OffD - Breach of Confidentiality	0	0	1	0	1
OffD - Charge Allegations	1	1	0	1	3
OffD - Domestic	0	0	1	2	3
OffD - Use of SFRS Vehicle	0	0	0	1	1
OnD - Attitude	0	0	0	0	0
Social_Media					
SM - Facebook	1	5	6	3	15
SM - Other	0	0	1	0	1
SFRS_Premises					
SP - Building Perimeters	0	0	0	1	1
SP - Dangerous/Unsafe structure	0	0	1	0	1
SP - Lighting	2	1	0	0	3
SP - Noise	1	2	1	0	4
Recruitment					
R - On Call	1	2	0	3	6
Website					
W - Consultations	0	1	0	1	2
W - Inaccurate information	0	0	1	0	1
COVID-19					
C - COVID-19	1	1	0	1	3

Complaints by sub category	QTR1	QTR2	QTR3	QTR4	Total
SM - Facebook	1	5	6	3	15
OnD - Attitude	2	5	1	4	12
OnD - Behaviour	4	3	3	0	10
SD - Actions of Crew	3	2	3	1	9
D - Dangerous/inappropriate Driving - Appliance	3	2	1	1	7
OffD - Behaviour	1	1	4	1	7
R - On Call	1	2	0	3	6
SD - New Alarm Regulations	0	1	2	3	6
SD - Forced Entry - Unnecessary entry	0	1	0	4	5
SD - Failure to follow Procedures	2	0	0	3	5
SD - Incident - Fire	1	0	2	2	5
D - Parking - Appliance	2	1	0	2	5
SD - Damage - Property	0	1	1	3	5
D - Parking - other vehicle	2	2	0	1	5
SD - Call Handling - HFSV	0	2	0	3	5
D - Use of Siren/Blue Lights - Appliance	1	2	1	0	4
D - Dangerous/Inappropriate Driving - Responding to Pager	0	1	1	2	4
SD - HFSV/Smoke Alarms	1	1	0	2	4
SD - Call Handling - Unable to contact	0	4	0	0	4
D - Dangerous/Inappropriate Driving - SFRS Car	1	1	0	2	4
SD - Failure to Extinguish	1	1	2	0	4
SP - Noise	1	2	1	0	4
OffD - Alleged Drug/Alcohol Use	2	0	2	0	4
SD - Forced Entry - Excessive damage	0	1	2	0	3
SD - Correspondence - online forms / HFSV form	0	0	1	2	3
SD - Breach of Confidentiality	2	0	0	1	3
OffD - Domestic	0	0	1	2	3
SP - Lighting	2	1	0	0	3
C - COVID-19	1	1	0	1	3
SD - Failure to Attend/Assist	1	2	0	0	3
OffD - Charge Allegations	1	1	0	1	3
D - Dangerous/inappropriate Driving - Van	0	1	1	0	2
SD - Forced Entry - Left Unsecure	1	1	0	0	2
W - Consultations	0	1	0	1	2
SD - Refusal to extinguish	2	0	0	0	2
SD - Correspondence - delayed response	0	2	0	0	2
SD - Correspondence - Unhappy with response	0	1	0	1	2
OffD - Use of SFRS Vehicle	0	0	0	1	1
SM - Other	0	0	1	0	1
OffD - Breach of Confidentiality	0	0	1	0	1
SD - Hydrants - Injury	0	1	0	0	1
SP - Dangerous/Unsafe structure	0	0	1	0	1
SD - Hydrants - Pressure	1	0	0	0	1
SD - Hydrants - Damaged	0	1	0	0	1
SD - Hydrants - Water Supply	0	1	0	0	1
W - Inaccurate information	0	0	1	0	1
OnD - Breach of Confidentiality	0	0	0	1	1
SP - Building Perimeters	0	0	0	1	1
SD - Incident - Other	0	1	0	0	1
SD - Call Handling - Staff Rude	0	1	0	0	1
SD - Incident - RTC	0	1	0	0	1
SD - Damage - Vehicle	1	0	0	0	1
SD - Incident - Special Service	0	1	0	0	1
SD - Correspondence - no response	0	0	0	1	1
SD - Crew/Staff Shortage	0	1	0	0	1

SFRS complaints where outcome was Not Upheld/Withdrawn/No response	
SD - Actions of Crew	7
OnD - Attitude	6
SD - Forced Entry - Unnecessary entry	5
OnD - Behaviour	4
D - Parking - Appliance	4
D - Dangerous/inappropriate Driving - Appliance	4
D - Use of Siren/Blue Lights - Appliance	4
SD - New Alarm Regulations	4
OffD - Alleged Drug/Alcohol Use	4
SM - Facebook	4
SD - Failure to Extinguish	3
SD - Incident - Fire	3
SD - HFSV/Smoke Alarms	3
SD - Failure to follow Procedures	3
SD - Damage - Property	3
SD - Forced Entry - Excessive damage	3
D - Dangerous/Inappropriate Driving - SFRS Car	3
SD - Breach of Confidentiality	3
R - On Call	2
OffD - Behaviour	2
C - COVID-19	2
W - Consultations	2
SD - Failure to Attend/Assist	2
SD - Forced Entry - Left Unsecure	2
D - Parking - other vehicle	2
SD - Correspondence - online forms / HFSV form	2
SD - Correspondence - Unhappy with response	2
SP - Dangerous/Unsafe structure	1
SD - Incident - Special Service	1
SD - Incident - Other	1
SD - Call Handling - Unable to contact	1
SD - Refusal to extinguish	1
SD - Correspondence - delayed response	1
SD - Call Handling - HFSV	1
D - Dangerous/Inappropriate Driving - Responding to Pager	1
SD - Incident - RTC	1
OffD - Charge Allegations	1
OffD - Domestic	1
SD - Hydrants - Injury	1
D - Dangerous/inappropriate Driving - Van	1
SD - Hydrants - Pressure	1
SP - Lighting	1
SD - Hydrants - Water Supply	1
SD - Call Handling - Staff Rude	1
SD - Crew/Staff Shortage	1

Upheld	Number
SM - Facebook	7
OnD - Attitude	5
R - On Call	4
SP - Noise	4
SD - Call Handling - HFSV	4
OffD - Behaviour	4
OnD - Behaviour	4
D - Parking - other vehicle	3
D - Dangerous/inappropriate Driving - Appliance	3
D - Dangerous/Inappropriate Driving - Responding to Pager	3
SP - Lighting	2
SD - Damage - Property	2
SD - Call Handling - Unable to contact	2
SD - New Alarm Regulations	1
SD - Failure to follow Procedures	1
D - Parking - Appliance	1
D - Dangerous/inappropriate Driving - Van	1
SD - Hydrants - Damaged	1
SD - Actions of Crew	1
OffD - Use of SFRS Vehicle	1
OffD - Breach of Confidentiality	1
W - Inaccurate information	1
C - COVID-19	1
SD - HFSV/Smoke Alarms	1
SD - Correspondence - delayed response	1
SD - Incident - Fire	1
SD - Correspondence - no response	1
SD - Refusal to extinguish	1
SD - Correspondence - online forms / HFSV form	1
SP - Building Perimeters	1
OffD - Charge Allegations	1
D - Dangerous/Inappropriate Driving - SFRS Car	1
SD - Failure to Attend/Assist	1
OnD - Breach of Confidentiality	1
SD - Failure to Extinguish	1
	69

Partially Upheld	Number
OffD - Domestic	1
OnD - Attitude	1
SD - Actions of Crew	1
SD - Call Handling - Unable to contact	1
SD - Failure to follow Procedures	1
SD - Incident - Fire	1
SD - New Alarm Regulations	1
SM - Facebook	1
	8

Internal procedures	
SM - Facebook	3
OnD - Behaviour	2
SM - Other	1
OffD - Charge Allegations	1
OffD - Behaviour	1
OffD - Domestic	1
	9

SFRS complaints where outcome was Upheld/Partially upheld by LSO/Dept

	Aberdeen City, Aberdeenshire and Moray	Argyll and Bute, East Dunbartonshire and West Dunbartonshire	City of Edinburgh	Control	Dumfries and Galloway	Dundee, Angus, Perth and Kinross	East Ayrshire, North Ayrshire and South Ayrshire	East Renfrewshire, Renfrewshire and Inverclyde	Falkirk and West Lothian	Glasgow City	Highlands	ICT	Lanarkshire	Midlothian, East Lothian and the Scottish Borders	P&P	SFRS	Stirling, Clackmannanshire and Fife	Western Isles, Orkney and Shetland Islands	Total
SM - Facebook	2	0	0	0	1	4	0	1	0	0	0	0	1	0	0	0	2	0	11
OnD - Behaviour	1	0	1	0	0	0	1	1	0	0	1	0	0	1	0	0	0	0	6
OnD - Attitude	0	0	1	0	0	1	1	0	0	2	0	0	0	1	0	0	0	0	6
OffD - Behaviour	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	1	0	1	5
R - On Call	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	4
SD - Call Handling - HFSV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	4
SP - Noise	0	0	1	0	0	0	0	0	1	0	0	0	1	1	0	0	0	0	4
D - Parking - other vehicle	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	0	0	0	3
D - Dangerous/inappropriate Driving - Appliance	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	1	0	3
D - Dangerous/Inappropriate Driving - Responding to Pager	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	3
SD - Call Handling - Unable to contact	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	3
OffD - Charge Allegations	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2
SD - Incident - Fire	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
SD - Failure to follow Procedures	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	2
SD - Actions of Crew	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
SD - New Alarm Regulations	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2
SP - Lighting	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2
OffD - Domestic	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	2
SD - Damage - Property	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2
SP - Building Perimeters	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
OffD - Breach of Confidentiality	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
SD - Hydrants - Damaged	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
SD - Correspondence - no response	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
C - COVID-19	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
SD - Correspondence - online forms / HFSV form	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
SD - HFSV/Smoke Alarms	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
D - Dangerous/Inappropriate Driving - SFRS Car	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
D - Parking - Appliance	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
OnD - Breach of Confidentiality	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
SD - Refusal to extinguish	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
OffD - Use of SFRS Vehicle	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
SM - Other	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
SD - Failure to Extinguish	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
SD - Correspondence - delayed response	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
D - Dangerous/inappropriate Driving - Van	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
W - Inaccurate information	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
SD - Damage - Vehicle	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
SD - Failure to Attend/Assist	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1

APPENDIX 2

Category	Description	SDA	Outcome
Service_Delivery	Feels excessive force was used on gate instead of breaking padlock	East	Upheld
On_Duty_Conduct	sharing photos from RTC with others over whatsapp	North	Upheld
Off_Duty_Conduct	Ff getting aggressive with others in public	North	Not Upheld
Service_Delivery	Unhappy we did not attend Greshornish Island fire	North	Not Upheld
Service_Delivery	Believes no follow up after fire in brothers home	West	Not Upheld
Driving	Almost had head on collision with car overtaking on a blind bend	North	Upheld
On_Duty_Conduct	Unhappy with the way his wife was spoken to outside station	East	Upheld
Service_Delivery	Feels forced entry was unncessary and no effort made to contact him	West	Not Upheld
Off_Duty_Conduct	Thinks Ff does not treat his wife well	West	Internal Procedures
Service_Delivery	Felt HFSV was unhelpful and only in 2 mins	West	Upheld
Social_Media	Threatening messages on Fb from 2018/19	North	Not Upheld
Driving	Appliance ran a red light with no sirens, almost causing a collision	West	Upheld
Recruitment	Candidate failed at medical stage after highlighting issue prior to recruitment process	West	Upheld
Recruitment	Candidate failed at medical stage after highlighting issue prior to recruitment process	West	Upheld
Social_Media	Unhappy with post on Fb	North	Upheld
Service_Delivery	After HFSV social work contacted	West	Not Upheld
SFRS_Premises	Sign marking Ffs birthday causing an obstruction to vision for traffic	North	Upheld
Recruitment	Candidate failed at medical stage after highlighting issue prior to recruitment process	West	Upheld
Website	Does not agree with questions asked in cosultation on Gaelic Language plan	SFRS	Not Upheld
Service_Delivery	Unhappy parents not receiving new smoke alarms free	West	Not Upheld
Service_Delivery	Watching live football on tv, appliance parked at ground	North	Not Upheld
Service_Delivery	Unhappy with forced entry	West	Not Upheld
Service_Delivery	Alleged divide at stn, encouraged by management over disciplinary process	North	Partially Upheld
Driving	Unhappy that appliance stopped in retail park to get food	North	Not Upheld
Driving	Unhappy that appliance stopped in retail park to get food	North	Not Upheld
Service_Delivery	Unhappy parents not receiving new smoke alarms free	West	Not Upheld
On_Duty_Conduct	Unhappy with attitude of crew at AFA call out	East	Upheld
COVID-19	Breaching covid isolation guidance	East	Not Upheld
Off_Duty_Conduct	Ff being charged by Police	West	Upheld
Service_Delivery	Enquiry from last week not responded to	East	Upheld
Service_Delivery	Damaged broom and left broken glass after forcing entry to neighbours flat	North	Upheld
On_Duty_Conduct	Unhappy with crews attitude to disabled son and situation	North	Upheld
Service_Delivery	Unhappy with length of time ff has been suspended	North	Not Upheld
Service_Delivery	Several Constituents unhappy with 0800 number	SFRS	Upheld
Service_Delivery	Told he had to be alocoholic or smoker to get free interlinked system	North	Upheld
On_Duty_Conduct	Unhappy with the way she was spoken to	West	Upheld
Social_Media	Ff using position to promote personal business on FB	West	Internal Procedures
Service_Delivery	Feels son was treated unfairly during discipline process	SFRS	Not Upheld
Service_Delivery	Unhappy with response to request for HFSV	SFRS	Upheld
Service_Delivery	Waited 21 minutes to get through, gave details to Orbit staff, no address taken	SFRS	Upheld
Driving	SFRS Car tailgating him	East	No response from complainant
Service_Delivery	Felt his details were passed to ward staff after raising FS concerns with SFRS	West	Not Upheld
Service_Delivery	Unable to submit form for HFSV	SFRS	Not Upheld
Service_Delivery	Unhappy crews forced entry	West	Not Upheld
Driving	Ret Ff responding to pager	East	Upheld
Service_Delivery	Why did Strathclyde FRS not correspond with scottish government and W Dunbartonshire Council	West	Not Upheld
Service_Delivery	Unhappy that we forced entry and wont pay for damage	West	Not Upheld
Service_Delivery	Unhappy with attitude of officers at HFSV	SFRS	No response from complainant
Driving	SFRS vehicle been parked and not moved for weeks	East	Not Upheld
Off_Duty_Conduct	Partner of Ff having problems with his ex wife	East	Withdrawn
Service_Delivery	Damage to garden when attending incident	East	Not Upheld
Driving	Father had accident with Ret Ff responding to pager	North	Not Upheld
Off_Duty_Conduct	SFRS vehicle being used for personal use	North	Upheld
Off_Duty_Conduct	Claims saw staff member offering drugs to someone in pub	West	Not Upheld
On_Duty_Conduct	Felt being forced to dotate to Ff charity	West	Not Upheld
Service_Delivery	Felt excessive damage caused	West	Not Upheld
Off_Duty_Conduct	Anon telephone call to station	West	Not Upheld
Service_Delivery	Unhappy with how incident was dealt with when fire at his business premises	East	Not Upheld
Social_Media	Comments on Fb from employee accusing complainant of stealing	East	Partially Upheld
Off_Duty_Conduct	Complaint from ex wife	West	Partially Upheld
Off_Duty_Conduct	Inapproriate behaviour at party night at Crieff Hydro	East	Upheld
Social_Media	Inappropriate post on station facebook page	North	Upheld
Social_Media	Inappropriate post on station facebook page	North	Upheld
Service_Delivery	Gate was damaged at multi agency incident	East	Not Upheld
Social_Media	Receiving threatening messages via social media	North	Internal Procedures
On_Duty_Conduct	Did not like attitude of attending crew	North	Not Upheld
On_Duty_Conduct	Favouritism shown by WC to FF at interview due to relationship	East	Internal Procedures
SFRS_Premises	Tannoy too loud at McDonald Road	East	Upheld
Off_Duty_Conduct	Took money for fitting lights and didnt do work	SFRS	Internal Procedures
Service_Delivery	Other Agency units causing obstruction	West	Not Upheld
Website	Fire blankets advice on website has out of date standards	SFRS	Upheld
Driving	Van driven inappropriately on roundabout	North	Upheld
Service_Delivery	Felt crew did not deal with bonfire appropriately	North	Not Upheld
Off_Duty_Conduct	Ret Ff sharing details of incident at primary workplace	West	Upheld
On_Duty_Conduct	Took photo of notice board in garage when collecting vehicle	North	Not Upheld
Social_Media	Doesn't like the response his nephew got to a post on Fb from a Ff	West	Upheld
Driving	Felt intimidated as appliance forced them to reverse	East	Not Upheld
Driving	Driving too close, intimidating other driver	North	Upheld
Service_Delivery	Complaining of damage to door and claim submitted	North	Not Upheld
Service_Delivery	Didn't check on household when home damaged by bonfire	West	Not Upheld
Driving	Believes crew used blue lights to get back to station	North	Not Upheld
Service_Delivery	Unhappy crew extinguished controlled burning	West	Partially Upheld
Off_Duty_Conduct	Ff behaving inappropriately in a nightclub	West	Upheld
Social_Media	Claims Ff posting wrong info on social media about new regulations	East	Not Upheld
Service_Delivery	Constituent not happy that they donâ€™t meet criteria for fitting of new alarms	East	Not Upheld
Service_Delivery	Unable to submit online form	SFRS	Not Upheld
SFRS_Premises	Intercom in lift at ARC Newbridge out of order for some time	SFRS	Not Upheld
Off_Duty_Conduct	Working whilst off sick	North	Not Upheld
Service_Delivery	Felt intimidated by crew member at incident	East	Upheld
Social_Media	Staff member harassing her on social media	West	Not Upheld
Service_Delivery	Crew did not extinguish bonfire	West	Not Upheld
Service_Delivery	Believes company is in partnership with SFRS and not using ID at visits	North	Not Upheld
Service_Delivery	Wants to know when Incident report will be ready to issue	SFRS	Not Upheld
Social_Media	Ffs son threatening use of social media towards family	North	Not Upheld

Recruitment	Unhappy with the process	SFRS	Upheld
Service_Delivery	Wants answers on why we forced entry whilst he was in property	West	Not Upheld
Off_Duty_Conduct	Reported to Police and DVLA by complainant	West	Not Upheld
Driving	Feels car was being driven dangerously	North	Not Upheld
Driving	Complaining of noise from appliances but would not give station or area	SFRS	Not Upheld
Off_Duty_Conduct	Off duty officer swore at him whilst refereeing a youth football match	North	Upheld
Service_Delivery	Neighbour of complainant above	SFRS	Upheld
Service_Delivery	Complaint received by telephone by Admin	SFRS	Upheld
Driving	Responding to pager	West	Upheld
Social_Media	Inappropriate post on Facebook	East	Upheld
Service_Delivery	Cannot get through to switchboard when calling	SFRS	Partially Upheld
Service_Delivery	Sent letter requesting information	East	Partially Upheld
On_Duty_Conduct	Feels son has been treated unfairly during training as RDS Ff	East	Not Upheld
Service_Delivery	Believes crews would not help when home was flooded	West	Not Upheld
Service_Delivery	Unhappy about forced entry when keysafe available and door being left insecure	West	Not Upheld
On_Duty_Conduct	Unhappy with the way he was spoken to at an incident	West	Not Upheld
On_Duty_Conduct	Unhappy with the way she was spoken to when trying to help by moving her car to assist appliance getting access	West	Partially Upheld
Driving	Alleges SFRS van driving too fast over newly resurfaced road, cauing damage to his windscreen	North	Not Upheld
Service_Delivery	Unable to make contact with station to report safety issues in a hotel	SFRS	Upheld
Service_Delivery	Concerns re youths gathering in playpark outside property	SFRS	Not Upheld
Service_Delivery	Pension been delayed as SFRS not responding to Pensions Office	SFRS	Upheld
SFRS_Premises	Asked for clarification on nature of complaint	East	Not Upheld
Service_Delivery	Crews on moble phones at incident, left incident and reignition led to larger fire	North	Not Upheld
COVID-19	No covid measures in place by Crews at Open Day in Stornoway	North	Not Upheld
Service_Delivery	Annoyed that he cannot speak to someone re road closure in Edinburgh	East	Not Upheld
Recruitment	Feels he has been treated unfairly during retained recruitment	West	Not Upheld
On_Duty_Conduct	Unhappy with the way she was spoken to and that we require to do an Audit of her Pub	North	Not Upheld
Driving	Appliance parked in No HGV parking in retail park	North	Not Upheld
Service_Delivery	Does not think we attended call re neighbours having uncontrolled fire in back court	West	Not Upheld
Service_Delivery	Stated someone else had made a complaint - but unable to verify	North	Not Upheld
Service_Delivery	Damaged hydrant, daughter tripped and fell, also wants to claim	West	Not Upheld
Service_Delivery	Aking if washing cars allowed at station	East	Not Upheld
Website	UFAS Consultation	SFRS	Not Upheld
On_Duty_Conduct	Unhappy with the way he was spoken to at an incident	West	Not Upheld
Service_Delivery	Unable to speak to someone when trying to phone	North	Upheld
Service_Delivery	Concerns over crews actions at RTC	West	Not Upheld
Driving	Alleged witnessing a near miss in Knightswood	West	Upheld
Driving	Feels crew took inappropriate detour on narrow road to avoid lights	West	Not Upheld
Driving	Inappropriate parking of SFRS vehicle on pavement	East	Upheld
Social_Media	Derogatory remarks re SFRS on social media	North	Internal Procedures
Driving	Excessive use of sirens at night	East	Not Upheld
Social_Media	Inappropriate posts on Facebook	West	Internal Procedures
On_Duty_Conduct	Alleges Ff is stealing from station	West	Internal Procedures
Service_Delivery	SFRS removed care smoke alarm, connected to alarm company and replaced ordinary smoke alarm	East	Not Upheld
Service_Delivery	Continual callouts and ongoing alarm in disused building	East	Not Upheld
On_Duty_Conduct	Claims of racism sexism and homophobia within station	East	Not Upheld
Service_Delivery	Damage to key safe	East	Not Upheld
Driving	Service vehicle being parked in private residential area	North	Upheld
Service_Delivery	Water supply regularly being turned of in neighbourhood	East	Not Upheld
Service_Delivery	Claims operator was rude and hung up on her	SFRS	Not Upheld
SFRS_Premises	Unhappy with noise created by work being done at Livingston Fire station	East	Upheld
Social_Media	Ff harassing her online	North	Upheld
Service_Delivery	Unhappy about lack of crew at Clarkston Fire Station	West	Not Upheld
SFRS_Premises	Unhappy about amount of noise since ambulance service moved to fire station	East	Upheld
On_Duty_Conduct	Ff wearing shorts at an incident	West	Upheld
Service_Delivery	Crew would not extinguish neighbours garden fire	West	Upheld
Service_Delivery	Damage caused to door and frame	East	Not Upheld
Service_Delivery	Hydrant lid loose and debris left after incident	West	Upheld
Service_Delivery	SFRS would not supply smoke alarms	East	Not Upheld
Service_Delivery	Unhappy crew did not put out fire in neighbours garden	West	Not Upheld
Service_Delivery	Low water pressure led to fire escalating	North	Not Upheld
Service_Delivery	Appliance being used to water rugby pitch	North	Partially Upheld
SFRS_Premises	Tannoy system too loud at Motherwell	West	Upheld
On_Duty_Conduct	Doesn't like the way he was spoken to at incident	West	Upheld
On_Duty_Conduct	Ref FF claiming he could do a better job	West	Not Upheld
Off_Duty_Conduct	Ret Ff bragging about cleaning own car at station	East	Upheld
Driving	Unhappy with the way claim has been dealt with	West	Not Upheld
Service_Delivery	Feels crews should have extinguished fire pit	West	Not Upheld
Driving	Feels crew drove too fast past a group of children on horseback	East	Upheld
Service_Delivery	Unhappy with response to his 999 call and the actions of the crew when they arrived	West	Not Upheld
Recruitment	Feels was treated unfairly at PST at Invergordon in February	North	Not Upheld
Service_Delivery	Crews posed for photographs - waste of taxpayers money	North	Not Upheld
Driving	Aggressive reaction from officer whilst driving	West	Not Upheld
COVID-19	Crew on appliance not wering face coverings	West	Upheld
Service_Delivery	Ex ret ff called during the night and disturbed family	West	Upheld
Service_Delivery	Claims Hydrant op threw debris from hydrant on to beach	West	Not Upheld
Service_Delivery	Family of casualty at fatal RTC believes details of incident revealed by sfrs personnel	West	Not Upheld
On_Duty_Conduct	Instructor grabbed trainee by tunic	North	Upheld
Service_Delivery	Believes SFRS gave details of address of incident to media	SFRS	Not Upheld
Driving	States employee parking without permission in neighbours drive whilst neighbour in carehome	East	Not Upheld
SFRS_Premises	Floodlight from Johnstone control shining into his home	West	Upheld
Service_Delivery	Feels crew did not check her home sufficiently prior to leaving	West	Upheld
Driving	SFRS vehicle blocking them in outside their home	East	Upheld
Service_Delivery	Premises not left lockfast after forced entry	West	Not Upheld
Social_Media	Inappropriate political language on Fb	North	Upheld
Service_Delivery	SFRS did not attend mothers home after fire reported	East	Upheld
SFRS_Premises	External lighting on permanently causing problems at night	West	Upheld
Off_Duty_Conduct	Alleges charges made and was in breach of covid guidelines	East	Internal Procedures
Service_Delivery	Alleges car damaged by appliance hose	West	Claim
Driving	Alleges appliance parked on pavement	West	Not Upheld
Off_Duty_Conduct	Alleged drug use and grooming	West	Not Upheld
Driving	Appliance idling in residential street for over 20 mins	West	Upheld
On_Duty_Conduct	Member of staff rude at Newbridge workshops	East	Upheld
Off_Duty_Conduct	Alleges Ff using cannabis and cocaine	East	Not Upheld
Service_Delivery	Unhappy with response by SFRS after reporting bonfire	North	Upheld
Driving	Alleges appliance drove through red light with no siren	East	Not Upheld
Driving	Feels use of sirens from appliances at Lauriston Place is excessive	East	Not Upheld
On_Duty_Conduct	Alleges aggressive and threatening behaviour by member of staff at incident at his home	North	Upheld
On_Duty_Conduct	Alleges intimidating attitude of officer at garden fire	SFRS	No response from complainant

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee

Report No: C/SDC/38-22

Agenda Item: 11.1

Report to:	**SERVICE DELIVERY COMMITTEE**							
Meeting Date:	**29 NOVEMBER 2022**							
Report Title:	**COMMITTEE ALIGNED DIRECTORATE RISKS**							
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, as at Q2, 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 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. Work is currently being undertaken to review registers as part of the Q3 update.
3.2	Appendix 1 provides current information held on risks, controls and changes undertaken during the last review and includes: • Appendix 1d – 4 closed controls

	• Appendix 1e – 1 closed risk • Appendix 1f – 2 rating changes • Appendix 1g – 1 new risk • Appendix 1h – 4 new controls
3.3	In relation to Appendix 1e – 1 risk has been closed: • **SD011** – There is a risk of a failure to appropriately service Reserved Matters that are not devolved to the Scottish Government. The FDOI MTA is now embedded within SFRS. Progress regarding MTA stations providing a MTA response in the Warm Zone will be managed within the Operations Function register.
3.4	In relation to Appendix 1f – 2 ratings have changed: • **SPPC001 –** There is a risk of the Service not consistently providing accurate performance management information. The probability was increased due to recent system issues experienced with systems not being used properly or not functioning as expected. • **SD004 –** There is a risk of failing to maintain a standard suite of policies. The impact was decreased due to the completion of associated controls. Work is continuing however with new controls identified to address remaining challenges.
3.5	In relation to Appendix 1g - 1 new risk was identified: • **SD014 –** There is a risk that SFRS will be unable to fulfil its statutory obligations due to potential industrial action.
3.6	The risk framework continues to be reviewed with work being progressed in relation to the development of a risk dashboard and significant work to develop a consistent risk reporting framework for Projects.
3.7	Separate discussions within the Board and SLT identified the need to review the current strategic risks and the related output reports. This will ensure that reports clearly identify the most significant risks facing the organisation and the alignment of risk information between Strategic and Directorate risks. This work will be undertaken in conjunction with Data Services with a revised report to be provided for future reporting.
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 Board.
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:	David Johnston, Risk and Audit Manager

Sponsored by:	David Johnston, Risk and Audit Manager
Presented by:	Deputy Chief Officer Stuart Stevens

Links to Strategy and Corporate Values

The Risk Management Framework forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:

Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

- Objective 5.1: Remaining open and transparent in how we make decisions
- Objective 5.6: Managing major change projects and organisational risks effectively and efficiently

Governance Route for Report	Meeting Date	Report Classification/ Comments
Service Delivery Committee	*29 November 2022*	*For Scrutiny*

APPENDIX 1

Risk Report
Service Delivery Committee

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Contents:

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

Strategic Risk Summary

Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (PxI)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	15 (3 x 5)
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	20 (5 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	20 (5 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	12 (3 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 ofa 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 outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire (Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.	Head of Prevention and Protection	16 (4 x 4)	SDC	SMB
8	Improve performance	SPPC001	Service Performance Management	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	Head of Governance, Strategy and Performance	16 (4 x 4)	SDC	GGB
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

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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
9	Protect Staff Covid-19	SDD003	Covid-19	There is a risk that planned Directorate activities and objectives may be impacted during our response to Covid-19 and the recovery phase. Consequences could include the inability to achieve potential efficiency savings and continue the modernisation of the Service.	Director of Service Development	12 (3 x 4)	SDC	SMB
6	Adequate operational assets, equipment etc.	FCS003	Asset Acquisition	There is a risk that the Services ability to acquire and deploy assets fails to meet service requires due to insufficient prioritised asset investment and a lack of project management capacity. This will lead to delays in the acquisition of assets and an impact upon front line service provision.	Acting Director of Asset Management	9 (3 x 3)	SDC	AMLB

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
8	Improve performance	FCS008	Environmental Management	There is a risk that the Service will be unable to achieve environmental and carbon reduction commitments due to limited investment or anticipated saving targets not being achieved through current projects. This can lead to lost saving opportunities, potential fines if required targets are not met and possibly negative media coverage.	Acting Director of Asset Management	9 (3 x 3)	SDC	ECMB
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	9 (3 x 3)	SDC	SMB

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)	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%	Due to the fragility of all three mobilising systems, a process will be put in place to manage any regular or Service wide configuration updates. This is due to the identified impact of data manipulation on the systems.	20 (4 x 5)	15 (3 x 5)	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%	The SFRS have purchased a disaster recovery system as part of the ongoing support provided by SSS. This is intended to improve resilience, however, the disaster recovery system has not yet been delivered. OC Systems and ICT are working with SSS and this is being overseen by the Contingency Group.	20 (4 x 5)	15 (3 x 5)	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	Dec-22	Green - 50%	Overall replacement of current rostering systems will be delivered by PTFAS outcomes and individual risks related to Gartan and Kronos PTFAS Project	20 (4 x 5)	15 (3 x 5)	AMLB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
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 - 10%	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)	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 - 10%	Continue to review the capital programme to align to current market conditions.	16 (4 x 4)	8 (4 x 2)	AMLB
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	Green - 60%	Paper is now completed and has been approved by DMT. Working group has now been established to identify the functional requirements of a new system prior to going to tender.	16 (4 x 4)	9 (3 x 3)	SMB
8	SPPC001	Service Performance Management	Implement the recommendations of the business Intelligence Review.	Head of Corporate Governance	Mar-23	Green - 50%	Delivery of objectives contained within the Governance, Strategy and Performance Workplan	16 (4 x 4)	8 (2 x 4)	GGB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	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 - 40%	SFRS continue to support the NFCC of the development of a competency framework for FSE. Once this has been completed SFRS will use this to develop a framework for SFRS. The P&P function continue to monitor staffing levels. The next development course has been programmed for Quarter 3.	15 (3 x 5)	10 (2 x 5)	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)	AMLB
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)	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Executive Board
6	FCS003	Asset Acquisition	Develop specific project management roles within the Capital Programme	Acting Director - 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)	AMLB
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	Amber - 10%	Structure of Asset Management Department has been reviewed. Meetings with Finance and HR colleagues have taken place. This project is on hold pending outcome of spending review.	9 (3 x 3)	8 (2 x 4)	AMLB
8	FCS008	Environmental Management	Develop and Publish Fleet strategy dealing with Carbon Reduction and addressing SG Climate Change Agenda	Acting Director - Asset Management	Mar-23	Amber - 65%	The Strategic Asset Management Plan (SAMP) for Fleet is now complete and is going to the SFRS Board for approval on 11th August. The SAMPs for Property and Equipment will be completed by the end of March 2023.	9 (3 x 3)	6 (2 x 3)	ECMB

Directorate Closed Control Summary Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Executive Board
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.	SD013	Legal and regulatory compliance	There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire (Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.	PPED System is now stable and adequate support is being provided by ICT as and when required. Working group has been established to identify new enforcement database.	GC Marshall, Performance & Outcome Coordinator, Fire Safety Enforcement	SMB
Completion of Operations Document Review	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.	The Operations Document Review is complete. This control action can now be closed.	GC Heaton	SMB

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Executive Board
Review MTA Strategy	SD011	Reserved Matters	There is a risk of a failure to appropriately service 'Reserved' matters that are not devolved to Scottish Government. In particular, delay in delivering a SFRS MTA Strategy could increase the risk to all operational personnel and our communities, which could lead to negative public scrutiny, judicial review and/or damage to reputation. There is a particular focus on the risk of MTA incidents at present, given recent local and international developments.	Risk Closure: The FDO MTA response is now embedded within the SFRS. Progress regarding MTA stations providing a MTA response in the Warm Zone will be managed within the Operations Function risk Register.	Head of Response and Resilience	SMB
Formal implementation of MTA Strategy	SD011	Reserved Matters	There is a risk of a failure to appropriately service 'Reserved' matters that are not devolved to Scottish Government. In particular, delay in delivering a SFRS MTA Strategy could increase the risk to all operational personnel and our communities, which could lead to negative public scrutiny, judicial review and/or damage to reputation. There is a particular focus on the risk of MTA incidents at present, given recent local and international developments.	The FDO MTA response is now embedded within SFRS. Flexi Duty Officers and NILOs will provide the MTA response in the Warm Zone supported by watch personnel providing support in the Cold Zone only.	Head of Response and Resilience	SMB

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
SD011	Reserved Matters	There is a risk of a failure to appropriately service 'Reserved' matters that are not devolved to Scottish Government. In particular, delay in delivering a SFRS MTA Strategy could increase the risk to all operational personnel and our communities, which could lead to negative public scrutiny, judicial review and/or damage to reputation. There is a particular focus on the risk of MTA incidents at present, given recent local and international developments.	1	Improve Safety and Wellbeing of Communities	The FDO MTA response is now embedded within the SFRS. Progress regarding MTA stations providing a MTA response in the Warm Zone will be managed within the Operations Function risk Register.	Head of Service Delivery	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)	Executive Board
SPPC001	Improve performance	Service Performance Management	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	Head of Governance, Strategy and Performance	Probability Increased; Recent system issues experienced, with systems not used properly or not functioning as expected in relation to the quality and reporting of data, which limits reporting on official statistics. The capacity/resource available to manage additional demands being placed upon the Function have increased.	16 (4 x 4)	12 (3 x 4)	GGB
SD004	Improve Safety and Wellbeing of Communities	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	Impact Decreased; The impact has been reduced due to the completion of the associated control measures. However, a new control measure has been added to address the remainder of the risk.	9 (3 x 3)	12 (3 x 4)	SMB

New Directorate Risks

Appendix 1g

SR ID	Risk ID	Risk Name	Risk Description	Strategic Risk (SR) Name	Risk Owner	Executive Board	Target Date	Current Risk Rating (PxI)	Target Risk Rating (PxI)
4	SD014	Employment Relations	There is a risk that SFRS will be unable to fulfil its statuary obligations under The Fire (Scotland) Act 2005 and as a category 1 responder under the Civil Contingencies Act (2004). This is because of the potential for the Fire Brigades' Union (FBU) to register a national trade dispute over the proposed pay offer resulting in balloting for industrial action or action short of industrial action. This resulting in perceived and/or an actual reduction in our capacity to fulfil key duties including, but not limited to fire safety, firefighting, attendance at road traffic collisions or the inability to mobilise resources, resulting in a negative impact on the Service reputation.	Legal and regulatory compliance	Head of Service Delivery	SLT	Sep-22	15 (3x5)	4 (1x4)

New Directorate Controls Summary Appendix 1h

Risk ID	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
SD003	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.	As a result of the potential end of the SSS contract and move to new mobilising system, the Rapel System will be moved into Gartan. Work required to transfer PKAD area to Gartan system.	GC MacDonald	Mar-23	Green - 45%	Sub group set up to deal with ICT/Service Delivery /OC. Agreement to transfer data will take place one month prior to 'go live' for DOC. The Gartan sub group will report into the National On-Call Leadership Forum.	AMLB
SD004	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.	Delivery of Document Conversion Project (new action)	AC Duffy/GC Cassidy	Mar-23	Green - 65%	The Document Conversion Project remains on schedule; however, the Phase 1 launch may have to be brought forward if both ICT and Corporate Comms can support this. The Document Conversion Team have recently had to write new Standard Operating Procedures in the older format as the new style of documents from the project are not live yet. This has resulted in the team being redirected away from the project which may cause delays in the future. ICT continue to work on the GETAC tablet issue, however, an introduction of new tablets to work alongside the GETAC is being piloted at the end of September/October. Reduction in staff team members may have an impact on delivery but planning work is underway. Doc Conversion Phase 1 launch due March 2023Â	SMB

Risk ID	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Executive Board
SPPC001	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	Establish Data Governance related Board	Head of Governance	Mar-23	Green - 0%	Provide oversight and governance for all and any business intelligence related activity	GGB
SD014	There is a risk that SFRS will be unable to fulfil its statuary obligations under The Fire (Scotland) Act 2005 and as a category 1 responder under the Civil Contingencies Act (2004). This is because of the potential for the Fire Brigades' Union (FBU) to register a national trade dispute over the proposed pay offer resulting in balloting for industrial action or action short of industrial action. This resulting in perceived and/or an actual reduction in our capacity to fulfil key duties including, but not limited to fire safety, firefighting, attendance at road traffic collisions or the inability to mobilise resources, resulting in a negative impact on the Service reputation.	Principal Officer has the designated responsibility for preparing for potential industrial action. Action could include strike action or action short of strike and preparedness will involve the 5WDS, On Call and Operations Control. The Industrial Action BCP is being reviewed and tested the ability to establish an Industrial Action TAG.	DACO MacKay	Mar-23	Green - 10%	SFRS is an active participant within the NFCC Industrial Action Planning Group and internal reviews of business continuity plans taking place.	SLT

Agenda Item: 11.2

Risk Spotlight Briefing Note

Cost of Living Crisis / Economic Climate

Submitted by: - Service Delivery Directorate - ACO David Farries

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

The cost of living crisis and current economic climate will bring risks to Scottish Fire and Rescue Service (SFRS) both externally and internally. Whilst there is not a specific risk attributed to the cost of living, it relates to the following:

- Strategic risk 7 - sustainable funding envelope which could be widened to bring in different impacts depending upon the needs of the Service.
- POD005 - risk of not developing and providing wellbeing support which could be an area of increasing risk given current social environment.
- FCS012 - supply chain shortages
- FCS005 - failure to secure funding to meet strategic objective.
- FCS011 – fraud
- SD014 – potential industrial action

External / Communities

There is a risk that SFRS will witness an increase in domestic fires and fire fatalities. The cost of fuel may lead to unsafe heating practices and the types of contributory factors recorded in relation to fire fatalities may be exemplified.

Heating and Lighting

Data from Energy Action Scotland estimates the number of households in Scotland in fuel poverty has risen from 24.6% (fuel poverty) and 12.4% (extreme fuel poverty) in 2019, to 36% and 25% respectively in 2022. This equates to 874,000 (fuel poverty) and 593,000 (extreme fuel poverty).

The Scottish definition of fuel poverty is:
A household is in fuel poverty if the household's fuel costs (necessary to meet the requisite temperature and number of hours as well as other reasonable fuel needs) are more than 10% of the household's adjusted net income and after deducting these fuel costs, benefits received for a care need or disability, childcare costs, the household's remaining income is not enough to maintain an acceptable standard of living. If a household is spending more than 20% of its income on heating it is in 'extreme' fuel poverty.

With increased fuel bills, there will be individuals who feel they have no alternative but to consider alternative ways to heat and light their homes. There is already information from partners about increased number of people by-passing electrical meters with people offering this service for a fee, and even online instructional videos.

Other concerns include opening unused chimneys, burning fires in uncontrolled spaces inside the home, cooking on disposable barbecues indoors, using gas heaters, or camping stoves, and reducing heat loss by sealing doors and windows, potentially increasing the risk of carbon monoxide poisoning.

It is expected that there will also be an increase in single-room living, which may increase potential fire risk. Those who are older and frail may have increased risk of falling due lower temperatures, poorer diet and reduced movement (potentially sitting in a chair of bed with blankets to keep warm).

Purchasing
With individuals feeling financial pressures they may choose to purchase cheaper goods, particularly with the pressure of Christmas on families. Many of these will be counterfeit (often unknown to the buyer). In the last year, over 4 million UK shoppers bought counterfeit electrical products (Trading Standards). This is largely due to online marketplaces not being subject to the same regulations as other retailers. This increases the risk of electrical appliance failure that may result in fire. There are also concerns that counterfeit children's toys could increase risks of suffocation, strangulation, contamination and choking. Those who smoke, may try to save money by purchasing cigarettes that do not have the Reduced Ignition Propensity properties, meaning that they do not self-extinguish if left unattended.

Maintenance and Prevention
The cost of installing domestic detection, (stand-alone single point units, let alone the new linked units that are required under the Tolerable Standard) may be unaffordable and a low priority where budgets at limited. There may also be an increased risks of carbon monoxide poisoning when gas fuelled appliances are used indoors. This includes fixed appliances, but of more concern would be the use of portable appliances such as camping stoves or barbeques and any gas appliances used for cooking or heating purposes. Fixed appliance (boilers, gas fires, hobs) maintenance and replacement may also become low priority and unaffordable for many.

Blackouts
Potential national blackouts mean a significant number of the public may use candles to light rooms, substantially increasing fire risk. A blackout also impacts on cooking and heating appliances that rely on electricity to operate, which may prompt people to seek other, less safe, alternatives during blackout periods. There are also concerns for those with poor mobility and cognitive impairment who may be more susceptible to falls. With internet and communications potentially impacted (nationally and locally), automated home help systems such as telecare etc. may not raise the alarm.

Internal
Budget
SFRS have an indicative flat-cash settlement for the next four years which, due to the cost of inflation and other rising costs, will be a cut in real terms to the budget. In addition, any further increases in wages will require savings from elsewhere in the budget. This may mean having to review the station footprint, crewing-levels, staffing structures (considering no compulsory redundancies), and reviewing if and how SFRS deliver some services.

Industrial Action
Directly tied in with the cost of living and inflation rates is the possibility for industrial action. The FBU have recommended the rejection of the current offer of 5%, if confirmed a ballot is likely to take place over industrial action. This has huge risks to the organisation (reputation, relationships amongst staff, safety etc.) and communities in terms of response (more will be known if industrial action is agreed and what staff are / are not willing to partake in strike action).

SFRS Staff
It is not only community members who will feel the impact of the cost of living, but also SFRS staff. Many of the concerns raised above apply to staff members also.

Frontline staff across the sector may be exposed to increased attendance at incident for those in distress; including incidents involving suicide, aggression, anger, upset and desperation. In many circumstances, staff will feel helpless or unable to assist which may be detrimental - after prolonged periods - to the mental health, safety, happiness and judgement of employees. The

effects of the cost of living crisis are expected to be most acute in winter, at the time flu and COVID typically reduce staffing capacity. This will further increase the burden on already stressed workforces.

Blackouts
Potential blackouts may affect SFRS facilities across the country, including stations and Operations Control. In addition, this may affect people working from home whom rely on power and internet connection to undertake their jobs.

Supply Chain Issues / Costs
Rising costs and availability of products due to uncertain global markets, the COVID pandemic, and war in Ukraine will all affect SFRS. This is evident in future financial forecasts for the Service and experience with existing suppliers (smoke detection being an example due to the shortage of micro-chips).

Rising inflation and the impact of industrial action in other sectors i.e. rail, Post Office, shipping etc. is also impacting on manufacturing and supply chains.

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

Actions to Support Communities

As risks emerge these will be highlighted to staff, with an example being the Awareness Briefing on by-passing electric meters and what to look out for Awareness Briefing Energy Theft - By-passing Meters

There are range of resources available to members of the public on topics related to the cost of living crisis. These include:
Heating and Gas Safety
Power Cut
Chimney Safety and Carbon Monoxide
Electrical Safety
Candle Safety Advice
Winter Safety Advice
Winter Safety Leaflet

P&P and Comms have been working on a cost of living media campaign, utilising the resources / advice detailed above, along with the NFCC Cost of Living Toolkit. Posts have been shared via our social media channels and information used locally with partners. SFRS social media guidance - Cost of Living

A leaflet on blackouts / power cuts has been printed to be left with householders and an additional leaflet that signposts onto other partners for support is being developed with the assistance of Energy Action Scotland.

In October, the P&P Function ran a *Cost of Living and Fire Safety* event. The online event was attended by over 200 stakeholders from across the public and third sectors, a well as internal staff. Speakers included Joseph Rowntree Foundation, Trading Standards and Energy Action Scotland, along with inputs from SFRS. The purpose of the event was to highlight how the cost of living may affect households and specifically the increased risks of fire. The event included information on training and support for partners and referral pathways to ensure SFRS can support those most at risk. **Cost of Living Event**

Across LSO Areas there are examples of partnership working to support those most at risk; supporting food banks, opening up stations to provide a warm space and engage with community members, and working with partners to provide advice and support.

At a Functional level, P&P are working with partners (energy companies, housing associations etc.) to share any emerging trends or alternative methods of heating, along with useful resources.

Fire Investigation are closely monitoring incidents that involve injuries and fire casualties, cross-referencing these with known contributory factors. Through thorough fire investigation and our information sharing arrangements with Power BI, SFRS will be able to use data and evidence gleaned from incidents to identify where cost of living may have been a key contributory factor.

Budget
A range of financial modelling has been undertaken of different scenarios with the potential the funding gap could be as much as £43 million over four years. These details have been shared with Scottish Government, via the Justice Committee.

Directorates have undertaken work to identify where potential savings can be made capturing any associated risks and impact to our core services.

Any changes to the Service delivery model (including station footprint, services we provide etc.) will all be full risk assessed, including engagement with communities and partners where required, before any decisions are made.

Industrial Action
An internal Industrial Action Tactical Action Group has been established to consider all risks associated with potential industrial action to ensure SFRS are considering all scenarios. Staff have been dedicated to support this workstreams considering; staffing models, communication with members of the public, key stakeholders, and operational procedures.

Staff
SFRS has a Mental Health and Wellbeing Strategy which is complemented by a range of resources Health and Wellbeing Support SFRS. This includes advice on financial support Financial Wellbeing Support - SFRS

A specific leaflet for SFRS staff on the Cost of Living and support available from partners has also been produced Cost of Living Challenges Support - SFRS

Power Cuts
Currently load testing is underway on all stand-by generators (Emergency Generators). Communications will be issued over the coming weeks for the PRPs to check fuel levels and to carry out period checks on all emergency lighting etc. at stations.

There will be a controlled shut down of each of the Operations Control rooms and they will be moved over to emergency power only to ensure that the current systems operate efficiently and effectively during any power outages.

Supply Chains
Asset Management continually meeting with SFRS suppliers and their supply chains to ensure priority provision of any orders placed.

Contract management is carried out in a robust but fair approach, trying to work with our suppliers in partnership.

It is a dynamic situation, so communication with suppliers is a priority.

External or other factors which might impact on the current risk assessment.
The risks outlined in the paper are very much determined by external factors. The UK economy is in a very uncertain position and a lengthy period of recession is forecast. Increased interest rates and high fuel costs will mean all of the risk outlined may remain for a considerable time. Due to the relationship with fuel costs, the weather over the winter period will be an influencing factor which is difficult to determine.

Report No: C/SDC/39-22
Agenda Item: 12.1

HM Fire Service Inspectorate

Report to:	**SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE**
Date:	**29 November 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 Inspection

HMFSI have previously advised the Committee of the replacement of Local Area Inspections and the development of, and move towards, carrying out the inspection and reporting of local service delivery at a SDA level. Our first inspection of this type is being carried out across the East Service Delivery Area. Inspection visits have already taken place in the Stirling, Clackmannanshire, Fife and Midlothian, East Lothian and Scottish Borders LSO areas and are currently being carried out in the City of Edinburgh. The last area for fieldwork, Falkirk and West Lothian, is expected to commence at the beginning of December and conclude towards the end of the calendar year. The publication of the final report is expected at the end of the financial year.

3.2 Thematic Inspection Work

Firefighting in High Rise Buildings

The purpose of 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 arrangements in relation to high rise commercial buildings.

The inspection has now concluded, and the report was laid in the Scottish Parliament on 27 September 2022.

The report concludes that, whilst there is scope to improve performance, our overall impression of the SFRS in regard to firefighting in high rise buildings is principally positive.

Contained within the report there are 8 recommendations and 5 areas of good practice identified.

Climate Change – Impact on Operational Activity

As the Committee may be aware, the aim of this inspection is to assess the effectiveness, efficiency and preparedness of the Service to respond to 'weather related' incidents; that are increasing in volume, severity and impact.

There has been good engagement with the SFRS single point of contact (SPOC) for this thematic. Phase 1 data requested has been provided and analysed. Question sets have been produced for various staff groups and other stakeholders. Fieldwork commenced in September in the North SDA, however, the interview programme was impacted by the death of HM Queen Elizabeth and the period of national mourning.

Visits to date include a range of Whole-time and RVDS (On-Call) Stations, a number of flexi-duty officers and specialists. Visits are ongoing in the West SDA with the East SDA to be programmed in due course.

The Inspection team has been in regular contact with the SPOC to offer routine appraisal on some of our findings and to seek clarity of issues arising.

Whilst fieldwork is around the midpoint in respect of our anticipated schedule, we expect that there may be some slippage in the report timescale due to competing priorities and unforeseen staff changes.

Mental Health and Wellbeing Provision

Mental Health and Wellbeing within the SFRS has been highlighted in the Chief Inspector's Plan 2022-25 as an area for a thematic inspection. The purpose of this inspection will be to consider the SFRS provision of Mental Health and Wellbeing services in line with the SFRS Mental Health Strategy 2020-2023.

The consultation period for this inspection outline closed on 26 October 2022 and no changes to the outline have been requested by SFRS. HMFSI are currently engaged in compiling Inspection governance and are in dialogue with the SFRS SPOC regarding this.

3.3 Additional Inspection Activity

Independent Inspection of Northern Ireland FRS

As the Committee are aware, the Chief Inspector is currently overseeing an inspection of the Northern Ireland Fire and Rescue Service (NIFRS). This inspection is expected to conclude in January 2023.

HM Chief Inspector Robert Scott QFSM

Date: 29 November 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 *(D Farries)* •	•	•
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)	• Update from HMFSI • OC Systems Resilience	•	•	•

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• 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				

Items to be confirmed for a future SDC meeting:

Stuart Stevens	Response Times	TBC