



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 28 FEBRUARY 2022 @ 1000 HRS**

**ICT MEETING ROOM, 5 THORNHILL, JOHNSTONE, PA5 8JH /  
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: 29 NOVEMBER 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.*
- 8 SERVICE DELIVERY PERFORMANCE REPORTING**
  - 8.1 Quarterly Performance Report for Q3 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*
    - AFA Response Model – Options for Implementation (Amended) (attached) *D Farries**The Committee is asked to scrutinise the attached reports.*

Please note that the public meeting will be recorded for minute taking purposes only.  
The recording will be destroyed following final approval of the minutes.

**OFFICIAL**

**9 SERVICE DELIVERY RISK REGISTER**

9.1 Committee Aligned Directorate Risks (*attached*) S Stevens

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

**10 REPORTS FOR INFORMATION ONLY:**

10.1 Update from HM Fire Service Inspectorate (*attached*) HMFSI

*The report is for information only.*

**11 FORWARD PLANNING**

11.1 Committee Forward Plan (*attached*) N Barr

11.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings (*verbal*) N Barr

**12 REVIEW OF ACTIONS**

*Board Support*

**13 DATE OF NEXT MEETING**

Tuesday 30 May 2023 at 1000 hrs

**PRIVATE SESSION**

**14 MINUTES OF PREVIOUS PRIVATE MEETING: 29 NOVEMBER 2022**  
(*attached*)

*N Barr*

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

**15 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE** (*attached*)

*D Farries*

*The report is for information only.*

**16 RISK SPOTLIGHT – UPDATE ON INDUSTRIAL ACTION** (*verbal*)

*S Stevens*

*The Committee is asked to note the verbal update.*

Please note that the public meeting will be recorded for minute taking purposes only.  
The recording will be destroyed following final approval of the minutes.



**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**

**PRESENT:**

Nick Barr, Chair (NB)  
Lesley Bloomer (LBI)  
Paul Stollard (PS)

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	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
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
Ali Perry (AP)	Deputy Assistant Chief Officer, Prevention and Protection (Item 9.1 only)
Cathy Barlow (CB)	Deputy Head of Prevention and Protection (Item 9.1 only)
Gordon Pryde (GP)	Area Commander Prevention and Protection (Item 9.2 only)
Carol Wade (CW)	Information Governance Manager (Item 10 only)
John Joyce (JJ)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

**OBSERVERS**

None

**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 Please note that several agenda items were taken out of sequence to accommodate the availability of invited presenters.

**2 APOLOGIES**

2.1 Robert Scott, Chief Inspector, HMFSI

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

3.1 The Committee agreed that the *Existing Command and Control Mobilising System (CCMS) Resilience* and *Industrial Action Update* 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: 30 AUGUST 2022**

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

5.2 **The minutes of the meeting held on 30 August 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, for the period 1 September 2022 to 29 November 2022, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Staffing Solutions Team work was progressing well. Notably the Retained Duty System (RDS) migration process had concluded with 36 RDS personnel migrating into Wholetime.
- Staffing Solutions Team had now been stood down and the Industrial Action Tactical Action Group (IA TAG) had been stood up.
- HMFSI's Firefighting in High Rise Buildings inspection had been completed, a gap analysis would now be undertaken and an update would be brought back to the next Committee meeting.
- Prevention and Protection activities include water safety, road safety and cost of living event. The Service have been nominated for a national award in recognition of the work being done in relation to water safety.
- Operational activities included the Service's involvement in Operation London Bridge and particular thanks were extended to Area Commander Matt Acton. Other activities were related to flooding and wildfires.
- Benefits of Pre-Recruitment Engagement Programme (PREP) were evident with the increase in conversion rates.
- Hosted National Operational Learning User Group event which focused on the Albert Drive incident.

7.2 The Committee expressed their thanks to all those involved in Operation London Bridge and offered congratulations on the National Fire Chiefs Council's (NFCC) nomination relating to water rescue.

7.3 PS briefed the Committee on his recent meeting with the Fire Safety Engineering team, noting the competency, commitment and challenges within the team.

- 7.4 In regard to GETAC tablets, the Committee noted that alternative solutions were being progressed. SS advised the Committee that an interim solution (alternative tablet) was being progressed. NB/SS to discuss (outwith the meeting) whether it would be helpful to have a report to be brought back to the Committee.
- 7.5 In regard to the Cost of Living event, SS noted the Strategic Leadership Team's (SLT) strategic focus on this matter due to the potential for direct impact on operational demand.
- 7.6 The Committee were reminded the Safe and Well Project (S&W) evaluation report would be submitted to the Change Committee.
- 7.7 In relation to Glasgow School of Art (GSOA), an action plan had been developed and would be managed within the Prevention and Protection function. Any organisational learning would be shared with Training, Safety and Assurance, Health and Safety and the National Fire Chiefs Council.
- 7.8 **The Committee scrutinised the report.**

*(G Pryde joined at 1025 hrs)*

## **8 SERVICE DELIVERY PERFORMANCE REPORTING**

### **8.3 UFAS Preparing for Implementation Work Group – Work Plan Update**

- 8.3.1 GP 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:
- Full delivery remained linked to other projects i.e. Command and Control Futures (CCF). Due to potential delay, alternative delivery models were being investigated.
  - Six-month communication plan to be amended to reflect the current situation.
- 8.3.2 DF noted the clear dependency on the CCF project and advised that the Service were exploring ways to deliver the preferred Unwanted Fire Alarm Signals (UFAS) response option. DF acknowledged the challenges and impact on Operations Control (OC) to implement any changes.
- 8.3.3 GP noted that as the Service move away from the preferred full delivery model, alternative models were being investigated and appropriate governance would be checked, legal advice would be sought, and all risks would be identified, understood and communicated as necessary.
- 8.3.4 In relation to Alarm Receiving Centres (ARC) and the potential for operating principles being adopted, GP noted the advice from the Legal Team and gave assurances that ARC's were being fully engaged with. DF commented on challenges in relation to ARC's and that the Service would try to ensure that operating principles were in place.
- 8.3.5 Brief discussion took place on the potential phasing of implementation. DF confirmed that options were being considered and that premises owners were already being engaged/educated on future changes.
- 8.3.6 SS advised the Committee that reports would be submitted to the SLT (7 December 2022) and the Board to update and seek support of any mitigation should full delivery of the project be unachievable.
- 8.3.7 **The Committee scrutinised the report.**

## 8.1 Quarterly Performance Report Q2 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 2 and highlighted the following key areas:

- Increased operational demand (53,000 incidents) which was the highest in the last 10 years. The following breakdowns were provided:
  - Types of activities including Fires (33%), Special services (14%), False alarms (53%).
  - Fire motives (10-year figure): Deliberate (60%) and Accidental (40%).
  - Hours of activity highlighted 4-hour period of increased activity.
  - Fire and Non-fire casualties.
  - Work continues to quality assure fire casualty data.
- Majority of indicators reporting red were only marginally off targets.
- Targets missed for both general and high-risk Home Fire Safety Visits (HFSV) and breakdown of referral methods/levels.
- UFAS reported 1% off target, gradual increase in incidents post-covid, overall fewer blue light journeys and breakdown of causes. Further quality assurance to be undertaken on incidents where causation was categorised as unknown.
- Reduction in Fire Fatalities. Further quality assurance on data to be undertaken.
- Increase in deliberate primary fires and breakdown of activity levels times/property types.
- No change to the number of Accidental Dwelling Fires (High Severity), however this remains off target.
- Availability of Retained Duty System (RDS) and Wholetime personnel were 71% and 93%, respectively.

8.1.2 In relation to HFSV's, DF informed the Committee of the decision to move away from the legacy practice of direct targeting (cold calling) to a more focussed approach to target high risk/vulnerable groups.

8.1.3 In relation to Availability, DF informed the Committee of the differing methods of calculating RDS and Wholetime availability. DF explained that Wholetime availability was based on appliances, whereas RDS was based on station (aggregated average on appliances). To provide the Committee with a greater understanding, CF presented data relating to St Andrew's and Cupar. Work was underway to identify and record true availability levels across both Wholetime and RDS. The Committee noted the work being done in this area and the need for a direct comparison between Wholetime and RDS availability. The Committee commented on how data is communicated, the potential for misinterpretation and the need to aid and support a greater understanding of the actual resources within local communities.

8.1.4 The Committee commented on the number of deliberate dwelling fires and whether the Service were working with partners to identify the root cause. CF noted that this area could be expanded and a deeper insight could be provided in the next report. SS provided some examples of what was considered a deliberate fire and noted that the number of incidents recorded was not considered statistically significant.

8.1.5 The Committee welcomed the presentation of the data and the ability to further analyse some particular areas. The Committee noted that consideration should be given to improve presentation and to be conscious not to over analyse data at future meetings. SS commented on the clear progress and improved data available within the Service and noted that this was now being used at service delivery/local operational level.

8.1.6 **The Committee scrutinised the report.**

**8.2 Independent Audit/Inspection Action Plan Updates and Closing Reports**

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 actions outstanding. Proposed that the remaining actions are closed off as business as usual as there is clear evidence that each recommendation has been given due regard and on completion of individual projects the recommendations would be addressed. Each outstanding action would continue to be monitored via the Emergency Services Mobile Communication Programme and the Digital Board. Therefore, overall RAG rating was green and was noted as 100% complete. Closing report would be submitted for the next reporting period.

8.2.3 **The Committee noted and agreed with the proposal.**

8.2.4 Planning and Preparedness for Covid-19 Action Plan

Total of 15 actions with 5 live actions outstanding. Three actions were proposed for closure as considered business as usual and evidenced that due regard had been given to the recommendation. Two actions were marked red due to the slippage in the original agreed timescales, however the Senior Management Board recommended changing to green as they were anticipated to close by the next reporting period. Therefore, overall RAG rating was green and was noted as 95% complete.

8.2.5 In regard to the Reset, Renew and Recovery (RRR) project, SS noted that the Senior Management Board (SMB) had oversight and recommendations were being progressed through the appropriate corporate board. SS noted that Internal Audit had reviewed progress against the RRR actions and an update would be provided at the next Audit and Risk Assurance Committee.

8.2.6 **The Committee noted and agreed with the proposal.**

8.2.7 Fire Safety Enforcement Action Plan

Total of 20 actions with one live action. SS noted that the SMB recommended the remaining action be closed as it has been given due regard and the Service were actively involved in the NFCC Risk Based Inspection Programme. Closing report would be submitted for the next reporting period.

8.2.8 **The Committee noted and agreed with the proposal.**

8.2.9 National Recommendations from Local Area Inspection (LAI) Report Action Plan

Total of 11 (national) recommendations with 9 actions complete and 2 actions recommended for closure by the SMB. Both actions have been given due regard and would be monitored through either the Digital Board or Training, Safety and Assurance.

8.2.10 The Committee welcomed the refreshed and pragmatic approach being taken in regards to the action plans.

8.2.11 **The Committee noted and agreed with the proposal.**

8.2.12 Command and Control: Aspects of Incident Command

Closing Statement was presented for information and awareness of the full response undertaken in response to the action plan.

8.2.13 The Committee noted and welcomed the presentation of the closing statement.

8.2.14 **The Committee scrutinised the report.**

## 9 OPERATIONAL LEARNING

### 9.2 SFRS Operational Clinical Governance Structure

9.2.1 AW presented a report to the Committee providing a high-level overview on how the Service would adopt a Clinical Governance structure, aligned to the SFRS Operational Clinical Governance Framework (OCGF). The following key points were highlighted:

- Broader scope than initial discussion, approach based on the seven pillars of clinical governance.
- SMB recommended that the Clinical Governance Committee (CGC) be renamed to avoid any potential confusion with the internal governance structure.
- CGC workshop to be arranged to discuss the role of the committee, develop terms of reference and key performance indicators.
- Quarterly general clinical governance updates will be provided within the Service Delivery Update report. Annual Report providing an overview of clinical activity would be produced.

9.2.2 Brief discussion regarding whether Police Scotland had a similar clinical governance structure and the potential for a collaborative approach.

9.2.3 The Committee noted and welcomed the progress being made in this area.

9.2.4 **The Committee scrutinised the report.**

## 12 UPDATE FROM HM FIRE SERVICE INSPECTORATE

12.1 JJ presented a report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- Service Delivery Area Inspection (East) was ongoing and fieldwork was anticipated to conclude by the end of the calendar year.
- Thematic Inspection on Firefighting in High Rise Buildings has concluded and laid before parliament.
- Fieldwork on the Climate Change (Impact on Operational Activity) inspection was continuing. Anticipated slippage in timescale due to internal resourcing issues.
- Consultation on the Mental Health and Wellbeing Provision inspection had identified some minor changes to the language being used.
- Additional activities included an Independent Inspection of Northern Ireland FRS which was nearing completion.

12.2 In regards to the High Rise Buildings inspection, the Committee noted that this was focused on domestic buildings due to the life risk and asked for comments on non-domestic buildings. SS advised the Committee of the difference in the built environment in non-domestic buildings, the additional preventative/fire protection measures required, and noted that the operational response would be the same as they were still considered high rise buildings.

12.3 **The Committee noted the report.**

*(Meeting broke at 1150 hrs and reconvened at 1200 hrs)*

*(A Perry and C Barlow joined the meeting at 1200 hrs)*

## 9.1 HOME FIRE SAFETY VISITS

9.1 DF introduced AP and CB, who presented a report to the Committee providing an overview of the HFSV activity and proposals for future delivery. DF noted that there were limitations on in-depth analysis due to shortcomings of academic support. The following key points were highlighted:

- Key element of the Community Safety Engagement Strategy.
- Safe and Well (S&W) pilot nearing completion.
- Review of strategy regarding fitting smoke detectors.



- Desire to move towards a targeted approach to reach high risk/vulnerable households and to increase effectiveness and efficiency.
- Data relating to performance, impact of visits and how visit targets were detailed within the report. This data was caveated with the need for academic support to extract further in-depth analysis.

- 9.2 The Committee noted the potential increased risks associated with the cost of living crisis and asked how the Service would review how they target HFSV's. CB advised the Committee that the Service works closely with partners to raise awareness of the referral process, in order to identify and target high risk/vulnerable households. CB commented on the other sources of data that can be used, albeit in accordance with information governance/data protection and ongoing work of local stations in communities, i.e. food banks, etc.
- 9.3 SS reminded the Committee of how the data captured within the Community Risk Index Model (CRIM) could be used, alongside the robust partnership referral processes, to identify and target high risk/vulnerable households.
- 9.4 AP commented on the limitations to amend criteria within the Community Safety Engagement Toolkit (CSET) to capture emerging risks. AP noted the improving engagement across the P&P function and partnership work which both help to identify and respond to community risk.
- 9.5 The Committee sought clarification on the number of high-risk visits that could be delivered. SS noted that since Covid, the Service were intent to focus on high risk however the current methodology/scoring matrix was curtailing this. CB noted that S&W would help the Service move away from the current scoring matrix and focus on high risk. CB reminded the Committee that the criteria for high risk was continually changing and there was still benefits of undertaking some medium-risk visits given the current cost of living crisis.
- 9.6 The Committee sought clarification on how households are classified. SS advised that households are given a pre-visit risk rating score and then updated post-visit score, to determine the impact of the visit. CF commented on the difficulties in retrieving this information from CSET.
- 9.7 General discussion took place on the main sources of referrals with the strongest being partnership referrals for high risk (pre-visit classification) and the need to focus resources to target these visits. SS noted that local and national partnerships were good, however, referrals were not necessarily being made. AP informed the Committee that Memorandums of Understanding were being developed with key partners, innovative referral methods were being explored and noted the joint local/national approach with partners to generate referrals.
- 9.8 RW commented on potential innovative options available using CRIM, e.g. targeted approach using predictive fire activity.
- 9.9 General discussion relating to existing and potential new performance indicators, including the ability to measure high risk households against fire activity, need to work closely with partners and limitations on CSET.
- 9.10 The Committee noted the lack of academic support and suggested that consideration should be given to sourcing a level of analytical assistance and support for the Service to progress/analyse the work being undertaken.

9.11 The Committee noted and welcomed the focus on partnership referrals approach. The Committee also commented on whether there were any additional benefits of capturing more data, academic research and the direct targeting approach to HFSV.

9.12 In summary, CB noted that a review of the target number of HFSV's would be beneficial, a greater understanding of risk criteria was required as we progress S&W, the need to target medium/future high risk households, the need to capture additional/wider benefits and onward referrals, continuing to engage with partners to improve referral processes and the benefits of public campaigns.

9.13 NB/SS to discuss how an update could be brought back to the Committee in due course.  
**ACTION: NB/SS**

9.14 **The Committee scrutinised the report.**

*(A Perry and C Barlow left at 1245 hrs)*

*(C Wade joined at 1245 hrs)*

## 10 **SFRS COMPLAINTS ANNUAL REPORT 2021/22**

10.1 CW presented a report to the Committee providing a progress update regarding the SFRS Complaints process as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) and provided the annual statistics for 2021/22. The following key points were highlighted:

- Currently on target to meet the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP).
- Majority of complaints handled at Stage 1 (frontline) and within timescale.
- Detailed breakdown of outcomes provided for information.
- Quarterly reporting by Information Governance Group to help identify continuous improvement.
- Linking with Communications to capture any complaints made through social media.
- Key areas of complaints recorded were against Service Delivery, Driving, On Duty Conduct, Off Duty Conduct and Social Media.
- Overall 83 complaints received with 57 not upheld.
- General change in the tone of complaints which are more aggressive and minor issues.
- Difficult to benchmark, however, Police Scotland and City of Glasgow Council have seen reductions and increased complaints, respectively.
- Use of Sharepoint and Power BI to improve access and visibility of data.
- Website updated to improve visibility and awareness on how to make complaints.
- First Annual Report due to be published in October 2023 and would be submitted to the Committee prior to this date.

10.2 The Committee noted the societal influence on complaints and further noted the potential to benchmark against other organisations.

10.3 DF reminded the Committee that the Service receive more compliments than complaints. These are continually shared with personnel but not published. CW informed the Committee that this was recently discussed and an action taken at the Information Governance Group.

10.4 **The Committee welcomed and scrutinised the report.**

*(C Wade left the meeting at 1300 hrs)*

## **11 SERVICE DELIVERY RISK REGISTER**

### **11.1 Committee Aligned Directorate Risks**

11.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee. One risk had been de-escalated (now Operations Function register), one new risk had been identified relating to potential industrial action and a further 2 risks had been revised.

#### **11.1.2 The Committee scrutinised the report.**

### **11.2 Risk Spotlight – Service Preparedness for Cost of Living Crisis**

11.2.1 DF presented the risk spotlight briefing note and highlighted previous discussions during the course of the meeting. The following key points were highlighted:

- Identified a range of issues that could potentially increase risk categories for individuals.
- Increased risk due to potential national blackouts.
- Potential Industrial Action and impact of internal budget constraints.
- Identify how the Service can adopt an intuitive approach/address particular societal challenge.
- Recent Cost of Living event held for stakeholders to educate and support partners and strengthen referral pathways.

11.2.2 DF advised the Committee that the Service could not confidently attribute the cause of incidents to cost of living pressures. However, through the Incident Reporting System (IRS) and Power BI, the Service would be able to monitor, understand the contributing factors and identify trends.

11.2.3 SS reminded the Committee of the ongoing work to review safeguarding activities (as noted within the Service Delivery Update Report).

11.2.4 DF noted that the Service were using all available channels of communication i.e. campaigns, website, social media, etc to try to ensure effective and wide-reaching communication.

11.2.5 The Committee noted the benefits of strengthened relationships with social housing partners. SS reminded the Committee that the Service were aware of the benefits and this was evident through the ongoing secondment with the Wheatley Group. DF advised the Committee of one of the recent innovative ways to engage with local communities. 'Cuppa with a Crew' provides a warm space environment to share fire safety advice and promote recruitment opportunities.

#### **11.2.6 The Committee noted the risk spotlight report.**

## **13 FORWARD PLANNING**

### **13.1 Committee Forward Plan**

13.1.1 The Committee noted the forward plan. Outwith the meeting, NB and SS would discuss and identify future items.

### **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 a future Board meeting:

- Update Report on UFAS.

## **14 REVIEW OF ACTIONS**

14.1 KM confirmed that there was one formal action recorded during the meeting.

**15 DATE OF NEXT MEETING**

- 15.1 DF expressed his thanks to DACO Ali Perry, who was retiring from the Service on 1 February 2023, for his hard work and commitment during his service. The Committee also expressed their thanks and best wishes for the future.
- 15.2 The next meeting is scheduled to take place on Tuesday 28 February 2023.
- 15.3 There being no further matters to discuss, the public meeting closed at 1315 hours.

**PRIVATE SESSION**

**16 MINUTES OF PREVIOUS PRIVATE MEETING: 30 AUGUST 2022**

- 16.1 The minutes were agreed as an accurate record of the meeting.
- 16.2 **The minutes of the private meeting held on 30 August 2022 were approved as a true record of the meeting.**

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

- 17.1 DF presented a report to the Committee providing a resilience overview of the existing Command and Control Mobilising System.

**18 INDUSTRIAL ACTION UPDATE**

- 18.1 SS noted that a full update was provided at the Board Strategy Day on 24 November 2022 and notification of ballot action had been received.

## SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG



### Background and Purpose

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

The status of actions are categorised as follows:

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

### Actions/recommendations

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

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

OFFICIAL

Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
<b>Service Delivery Meeting Date: 29 November 2022</b>						
9.13	<b>Home Fire Safety Visits:</b> Chair of SDC and DCO to consider how to bring an update back to Committee for further discussion in the future.	NB/SS	February 2023		December 2022	<b>Completed (28/02/2023):</b> NB/SS met on 1 December 2022 and next steps and longer term view to come to May meeting.



Report No: C/SDC/01-23

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 FEBRUARY 2023						
Report Title:	SERVICE DELIVERY UPDATE REPORT						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.						
<b>2</b>	<b>Background</b>						
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.						
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.						
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.						
3.2	This report covers the period from 29 November 2022 to 28 February 2023, 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	<b>Risk</b>						
3.3.1	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.						
3.4	<b>Financial</b>						
3.4.1	Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.						

3.5	<b>Environmental &amp; Sustainability</b>
3.5.1	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.
3.6	<b>Workforce</b>
3.6.1	Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
3.7	<b>Health &amp; Safety</b>
3.7.1	Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
3.8	<b>Training</b>
3.8.1	Specific details in relation to operational training are contained within Appendix A.
3.9	<b>Timing</b>
3.9.1	This report covers the period from 29 November 2022 to 28 February 2023 and, where appropriate, the period prior to and following this.
3.10	<b>Performance</b>
3.10.1	A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
3.11	<b>Communications &amp; Engagement</b>
3.11.1	Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
3.12	<b>Legal</b>
3.12.1	Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
3.13	<b>Information Governance</b>
3.13.1	<i>DPIA completed Yes/No. If not applicable state reasons.</i> A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
3.14	<b>Equalities</b>
3.14.1	<i>EIA completed Yes/No. If not applicable state reasons.</i> A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
3.15	<b>Service Delivery</b>
3.15.1	This report provides an update to SDC on service delivery related matters.
<b>4</b>	<b>Recommendation</b>
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.
<b>5</b>	<b>Core Brief</b>
5.1	Not applicable
<b>6</b>	<b>Appendices/Further Reading</b>
6.1	Appendix A – Service Delivery Update.



<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Service Delivery, and Training, Safety and Assurance Directorates	
<b>Sponsored by:</b>	Stuart Stevens: Deputy Chief Officer	
<b>Presented by:</b>	Stuart Stevens: Deputy Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For Scrutiny</i>

<b>SERVICE DELIVERY DIRECTORATE</b>	
<b><u>Operations</u></b>	
<u>Item</u>	<u>Commentary</u>
<p><b><u>Operational Strategy</u></b></p>	<p>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.</p> <p>The strategy is supported by 6 'Concept of Operations' that highlight areas of future focus across Appliances &amp; Equipment, Firefighting, Height, Wildfire, National Fire Resilience (Scotland) and Operational Communications.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Task and finish projects to deliver a set of specific outcomes within the financial year;</li> <li>• Established existing long-term national and strategic programmes; and</li> <li>• Research and evaluation led projects to inform operational response within future SIPs.</li> </ul> <p>Key areas of focus/innovation and progress in the reporting period include:</p> <ul style="list-style-type: none"> <li>• Foam stock/reserves, replacement strategy including upgrade and regulatory compliance;</li> <li>• SFRS High Reach Strategy and the completion of a full operational review of disposition and capability; and</li> <li>• Drone Equipment innovation and test session.</li> </ul>
<p><b><u>Document Conversion Project</u></b></p>	<p>The update remains consistent with previous versions provided: the project continues to focus on reviewing, refreshing, consolidating and streamlining our Operational documentation to ensure it is easily understandable, consistent and accessible to support Firefighter Safety at Operational incidents.</p> <p>There continues to be a significant delay in introducing the new suite of documents to SFRS as the ongoing issues with the GETAC tablets.</p>

<p><b><u>In Vehicle Solutions Update</u></b></p>	<p>ICT Colleagues have provided the following update.</p> <p>The In Vehicle Systems (IVS) project is running in conjunction with ESMCP, and therefore the delivery of ESN Data First – which will provide access to secure mobile data in the Operational environment. The three aspects to IVS are the repurpose of the Getac tablets, the renewal of MDT software, and the provision of a second tablet for use in appliances.</p> <p>The current MDTs are to be removed as part of ESMCP equipment installation, and the Getac tablets will be repurposed to operate as MDTs, with renewed software installed.</p> <p>The second tablet will be available for crews to use, either connected to the ESN Data First WiFi bubble (once installed), or with a commercial SIM supplied with the device, allowing access to a number of applications and SFRS back office systems. The IVS project is working with the Document Conversion project to ensure this is made available on the device, and is currently looking to provide a device to the Document Conversion team for testing. This means that the provision of Operational documentation will no longer be reliant on the current Getac set up, and will be available on this second device.</p> <p>IVS will conduct a pilot exercise with the second tablets in the Falkirk &amp; West Lothian LSO in May 2023, with rollout of devices to begin as soon as possible after this date.</p> <p>ESMCP equipment is due to arrive in Sep 2023, with installation commencing thereafter. This installation includes the repurpose of the Getac tablets from the IVS project. The distribution of the second tablets does not depend on the ESMCP kit installation, or repurpose of the Getac tablets, so will take place as soon as possible on successful completion of the pilot, resulting in the availability of mobile data in the Operational Environment.</p>
<p><b><u>Industrial Action Planning</u></b></p>	<ul style="list-style-type: none"> <li>• The Operations Function has restructured to support Industrial Action Planning and associated support activities, whilst using a risk-based approach to maintaining a degree of BAU activity.</li> <li>• IA response plan (draft) completed, consulted upon and exercised.</li> <li>• 3C Plan and structure completed.</li> <li>• MAC-A request completed for both military estates and personnel.</li> <li>• All relevant supporting documentation, policy and procedures reviewed and either updated or amended.</li> <li>• Team stands ready for the potential of (now-delayed) Industrial Action.</li> </ul>

<b><u>Prevention and Protection</u></b>	
<u>Item</u>	<u>Commentary</u>
<b><u>Glasgow School of Art</u></b>	<p>The final report recommendations are being actioned through a multi-agency approach, although through priority work, progress has been slowed. 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.</p>
<b><u>Cameron House FAI</u></b>	<p>The final report was published in January 2023. P&amp;P have convened a small working group to address the FAI findings. The SFRS findings have largely been addressed, however the Fire Safety Enforcement Audit Procedure and Guidance is being amended to provide timescales for formal letters to be processed and posted.</p> <p>Support from Legal Services and Strategic Planning and Performance is in place to progress the response.</p>
<b><u>Grenfell</u></b>	<p>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.</p> <p>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 Autumn 2023</p> <p>Early discussions and planning are underway to deliver a high-rise exercise to test a PEEPS type process in a domestic setting. Stirling-Clacks-Fife LSO area are developing the exercise to be delivered in March 2023 at Broomhall Flats, Dunfermline.</p>
<b><u>HMFSI –Report – Arrangements for Firefighting in High Rise Premises</u></b>	<p>The service received the published report in October 2022. There are eight listed recommendations contained within the report. P&amp;P will transfer these recommendations to an Action Log and progress these via the HRCIG. Strategic Planning support is now in place to deliver the formal SFRS response.</p>
<b><u>FSE</u></b>	<p>FSE Auditing Officers are now known to be subject to Abatement. The SFRS abatement Policy will be published in October. From that point on any former uniformed staff employed after 2018 will be subject to that policy. There are</p>

	<p>nine Auditing Officers subject to Abatement, their intent at this time is unclear, but it may reduce the current Auditing Officer numbers.</p> <p>The Pension Remedy also has potential to impact on FSE resources. Various options including a job share option are being considered.</p> <p>A number of FSE prosecution preparations are underway.</p> <p>The third set of FSE modules aligned to the Competency Framework are underway. Two potential Requisite Prior Learning (RPL) trials have concluded. RPL procurement processes are underway.</p> <p>PPED replacement project currently on hold. Four systems have been demonstrated to the Service and a fifth demonstration is due for Feb/March tbc. 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.</p> <p>Short Term Let legislation is now in place and SFRS have introduced a self-assessment approach to manage licensing applications.</p> <p>SFRS are working with Scottish Government and other stakeholders to develop revised Gypsy Traveller guidance documents.</p> <p><b><u>Fire Investigation</u></b></p> <p>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 across the Service as well as external partners.</p> <p>The FI restructure 6-month evaluation is now complete and has been shared with the FBU. A small number of issues are being actioned however, Fire Investigation continue to meet the operational demand across Scotland.</p> <p>Three new FI vehicles are now operational and on the run.</p> <p><b><u>Fire Engineering</u></b></p> <p>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&amp;P functions, and Operations are improved.</p> <p>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).</p>
--	--

<p><b><u>UFAS</u></b></p> <p><b><u>Safe and Well</u></b></p> <p><b><u>Water Safety</u></b></p> <p><b><u>Road Safety</u></b></p> <p><b><u>Youth Volunteer Scheme</u></b></p>	<p>Due to a retirement in August 2022, FE recently recruited to fill the vacancy. The successful candidate will be in post from 1/3/23</p> <p>Procurement for diploma and degree courses as part of succession planning is underway and nearing completion.</p> <p>The final delivery of the UFAS project will be completed in phases. The SFRS have agreed to progress with phase one of a two phased approach. Phase one will be delivered on the 1<sup>st</sup> of July which will target non-exempt premises (Non-Sleeping premises). The Project team are currently review all processes including the Communication Strategy to ensure this phase is delivered on schedule.</p> <p>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. The Project team are further developing all outstanding issues utilising the learnings from the pilot into the project development.</p> <p>“Ice Package” completed and due to be released.</p> <p>Partners in Glasgow (Glasgow Humane Society) are continuing to deliver WRS and have lined up 60 more trainees from Tall Ship / Glasgow Museum and Glasgow Street Aid volunteers. SFRS WRS trainers will support.</p> <p>SFRS won the Partnership Working award at the NFCC Prevention awards in recognition of the work around water safety.</p> <p>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.</p> <p>A Bikerdown handbook has been published to support all LSO areas manage BDS volunteers and to deliver the motorcycle road safety initiative. Uniforms have been ordered for current volunteers to support a consistent approach to the initiative.</p> <p>As of the end of 2022, 12 YVS units have launched or restarted. In Q4 we had a total of 159 Youth Volunteers registered and 75 Volunteer Youth Instructors.</p> <p>385 volunteering hours have been collectively contributed by Youth Volunteers across the 12 schemes, and 16 Saltire Award (10 hours) Certificates were achieved.</p>
---	--

<p><b><u>Safeguarding</u></b></p>	<p>Highlights of YVS in this period:</p> <ul style="list-style-type: none"><li>• YVS Peterhead selected to attend the Cenotaph Remembrance Parade in London Nov 22</li><li>• YVS Shetland launches Dec 22 – pilot partnership programme with Police Scotland Youth Volunteers.</li></ul> <p>E-learning in Child and Adult Safeguarding has been developed and rolled out to all operational staff in Q3. All SFRS Staff and volunteers who are required to have a PVG membership must complete this training on a 3-yearly basis. All other staff are encouraged to complete the module. All staff working on a more regular basis with vulnerable people will be offered the 'Enhanced Safeguarding' module. This training is delivered face to face and by a subject matter expert within the P&amp;P function. All Mental Wellbeing Champions and all Community Action Teams will be offered the training from April 23.</p> <p>The P&amp;P Function have been invited to sit on national Adult Support and Protection groups including the ASP National Conveners group, ASP National Implementation Group and ASP Lead Officers group.</p> <p>To support the Safeguarding Policies and Procedures guidance notes have been published in Human Trafficking and Domestic Abuse. Scottish Womens Aid delivered Domestic Abuse training to CATs November 22 and the P&amp;P function are in the development stages of e-learning topics for both subjects. There will be an expectation for all CSE staff to complete the Domestic Abuse e-learning and for all P&amp;P staff to complete the Human Trafficking training.</p>
<p><b><u>Museum for Fire</u></b></p>	<p>Entrance and shop fit out is now complete, but contractors will still be doing snagging outstanding elements throughout the coming weeks.</p> <p>Promotional materials (postcards/banners etc.) to support with PR prior to museum launch are in development with SFRS Graphics team.</p> <p>Fire Action Plan complete by external assessor and any actions are underway via property team where required.</p> <p>First of the Museum education resources with partner TWINKL have launched: <a href="https://twinkl.co.uk/scottish-fire-and-rescue-scotland-partnerships-cfe">Scottish Fire and Rescue Scotland Partnerships - (CfE) - Home Pag (twinkl.co.uk)</a></p> <p>Website went live late Dec and can be viewed here: <a href="https://museumofscottishfireheritage.org/">https://museumofscottishfireheritage.org/</a></p> <p>Gallery lighting is 90% complete; there is a minor issue with faulty light bulbs being supplied inside the case. The bulbs have gone back to manufacturer for testing and this will be</p>

<p><u><b>Asylum Seekers and Refugees</b></u></p> <p><u><b>CSE Training</b></u></p>	<p>resolved in due course. This impacts the final install of the object label text which sits directly in front of this case.</p> <p><b>Audio Visual</b> content for museum:. Wider P+P personnel supported the Museum and finished filming on interactive films/displays for the general public.</p> <p>These films topics were: <b>Scotland’s Challenges</b> – showing the diverse range of rescues and locations we cover, <b>Control</b> – interviews with personnel from East Control Tollcross, <b>Learning the job</b> – interviews with a retired firefighter, 2 new Trainees, a long serving Instructor, a retired Area Commander and filming of TC courses and <b>Firefighting Families</b>; interviews with personnel who have other family members working within the service.</p> <p>A guidance document has been developed to support local CATs engage with Asylum Seekers and Refugees living in temporary accommodation. This engagement will be in addition to any Fire Safety Enforcement teams who have visited premises prior. Resources have been made available to support engagement and a list of hotels and serviced apartments across Scotland will be shared with areas.</p> <p>A full review has been undertaken of the P&amp;P Wholetime FF trainee programme. Trainee FF will undertake 15 E-learning modules and 2 face to face sessions (CSET and Enhanced Safeguarding), they will consolidate their P&amp;P learning with a practical scenario at the Safety House.</p> <p>Training for partners has been reviewed and updated within the LearnPro communities platform on Risk Recognition. This now includes risks that may be associated with the cost of living and lithium ion batteries.</p> <p>The LearnPro training platform has also been used to build induction training for SFRS volunteers.</p>
<p><u><b>Service Delivery Areas</b></u></p>	<p><b>WEST</b></p>
<p><u>Item</u></p> <p><u><b>King’s Fire Service Medal Recognition</b></u></p>	<p><u>Commentary</u></p> <p>The WSDA is honoured for two most recent King’s Fire Service Medals (KFSM) to be awarded to on-call colleagues in EWDAB and Lanarkshire LSO Areas.</p> <p>Volunteer Leader Robert Strang has been a volunteer firefighter at Carradale Community Fire Station since July 1987.</p> <p>His work has been instrumental in changing the way that volunteer firefighters across Argyll and Bute are deployed in emergency incidents and has proactively supported the</p>



local community and charities, with volunteers raising over £50,000 for local and national charities.

Watch Commander Alan Aitken has been the Officer in Charge of Douglas Community Fire Station since 1998, progressing through the ranks since joining the service 34 years ago. In addition to his role at Douglas, Alan is also an On-Call support Watch Commander within the Lanarkshire Area. He has taken a pivotal role over the years in maintaining station availability and is instrumental in on call attraction, recruitment and retention for Douglas and its surrounding area; and has been rewarded for his commitment and dedication to the community and volunteer sector

This follows on from the previous Queen's Fire Service Medal (QFSM) with one of the last QFSM's being awarded to retired Volunteer Leader John Fraser who served at Coll Community Fire Station for 37 years.

**On-Call Support Recognition**

The Coll Hotel (EWDAB) has been recognised for its support of volunteer on-call firefighters on the island of Coll. One of the hotel owners became an on-call volunteer firefighter and served for 28 years; recognising the good work of the Service he gifted a larger piece of the hotel land when the opportunity came up to build a new fire station.


Other hotel staff have also joined the volunteer unit after they felt motivated to enrol following the devastating effects of a house fire on the island in 2021.

**Police Scotland Ayrshire Award for Outstanding Multi-Agency Teamwork**

The local On-Call Support team now have a supply of employer's plaques and these plaques form part of an employer engagement and recognition plan which the Communications Team and the On-Call Attraction and Recruitment Project are working on.



The award was presented to Local Senior Officer Ian McMeekin (ENSA) in recognition of the organisation's response to an incident in October 2021 when an explosion destroyed a property at Gorse Park in Ayr; whilst also

	<p>acknowledging the work our staff undertook afterwards to help local residents to recover from this event.</p>
<p><b><u>Service Delivery Areas</u></b></p>	<p><b>NORTH</b></p>
<p><b><u>Item</u></b></p> <p><b><u>Tackling Social Isolation</u></b></p>  <p><b><u>Golspie Christmas Party</u></b></p> <p><b><u>On Call Firefighters compete at UKRO event</u></b></p> <p><b><u>Youth Engagement</u></b></p>	<p><b><u>Commentary</u></b></p> <p>Firefighters from across the North Service Delivery Area have been opening their Community Fire Station doors to tackle social isolation and food and fuel poverty this winter.</p> <p>The “Cuppa with the crew” initiative, originally developed in Blairgowrie, is proving to be a great success with numbers growing every week. Crews offer a warm place to enjoy free tea and coffee, biscuits and a chat, providing company and fire safety advice. In addition, they have secured free travel for those struggling to get to and from the station. Events have brought SFRS into the heart of communities and have increased interest in joining the SFRS. There have been 29 events held to date with more planned over the coming months.</p> <p>Golspie Community Fire Station invited every over 70 in the village to a Christmas Party. The crews fund raised throughout the year and with the support of local businesses were able to provide some festive cheer to over 120 residents.</p> <p>On-call firefighters from Huntly and Dyce travelled to Birmingham for the UKRO National Festival of Rescue. Hosted by West Midlands Fire Service from Friday, 30 September to Saturday, 1 October the team finished 21st in the extrication challenge and 12th in the trauma challenge.</p> <p>Three of our pupils from the Peterhead Youth Volunteer Scheme have taken part in a special Remembrance Day Parade in London. Instructor Willie Tocher, Cameron, Poppy and Ellie took part in the parade to remember the fallen on Sunday, 13 November.</p> <p>The Angus Community Action Team have successfully finished their second course at The Rossie Trust secure facility for young adults. Watch Commander Gary Wood and his team delivered a four-day programme based around the fire skills programme in November with six students successfully completing the course.</p> <p>The Shetland SFRS Youth Volunteer group commenced in December. The group is a hybrid consisting of SFRS and Police Scotland Youth Volunteers. There were 42 applicants who applied and this was sifted down to a final group of 24 with 12 for the SFRSYV and 12 for PSYV.</p>

<p><b><u>Angus CAT positive employer work placement</u></b></p> <p><b><u>Largest BA Uplift in Western Isles</u></b></p> <p><b><u>ACAM Multi Agency Exercise</u></b></p>	<p>Thurso Fire Station personnel ran a successful Fireskills Course between Oct – Dec, supported Highlife Highland and Thurso High School. Seven young people graduated and provided a pass out display for friends, family and local supporters with DACO presenting the candidate awards. Thurso High School have already made a request for future courses.</p> <p>Following the successful completion of a Fireskills course that was held in Angus, the candidates were encouraged to apply for a placement within the Angus Community Action Team.</p> <p>The process involved completing an application form and interview with a three-member panel, which included Angus LALO WC Gary Wood as well as Angus Councils Skills Coordinator and North Youth Engagement Officer. The initiative was run in partnership with Developing the Young Workforce (DYW) Tay Cities and Forfar Academy.</p> <p>11 new BA wearers came online in December for Western Isles Stations (largest single BA uplift for the Western Isles in the SFRS era) demonstrating the positive impact of the work of the National On Call Forum. A further 3 personnel complete the training in early 2023 with a Stornoway BA course and a further 10 due to attend in April/May subject to completion of Task and task management in January 2023.</p> <p>A Multi-Agency Transport exercise was held in partnership with Police Scotland, S.A.S SORT, Network Rail and NHS trauma specialists. 40 Live casualties were utilised to run a very realistic scenario. Members of the LRP were also invited to spectate.</p>
---	--

<b><u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u></b>	
<b><u>Command and Control Futures</u></b>	
<u>Item</u>	<u>Commentary</u>
<b><u>Overall Project Status</u></b>	<p>During this reporting period, there has been significant movement/changes with the Command &amp; Control Futures Programme, with the SFRS terminating its relationship with the lead supplier due to repeated failings and underperformance on their part.</p> <p>As a result of this event, the programme of work associated with CCF now breaks into two distinct channels:</p> <ul style="list-style-type: none"> <li>• The new mobilising System (Under the responsibility of Information, Communication and Technology Function and the Service Development Directorate); and</li> <li>• The Existing mobilising Systems (Operations Function / Service Delivery Directorate).</li> </ul> <p>This report will continue to provide updates on the latter (see attached agenda item / paper) and the reporting on the new mobilising system will now be provided by the aligned Directorate.</p>
<b><u>Operational Assurance</u></b>	
<u>Item</u>	<u>Commentary</u>
<b><u>Learning from HS events and OA</u></b>	<p>The Organisational Learning Group is now established. This group manages and progresses actions from Health &amp; Safety (HS) investigations and Operational Assurance (OA) activities.</p> <p>Safety and Assurance are currently managing a total of 24 action plans stemming from significant events.</p>
<b><u>Significant Work undertaken by the OA Department.</u></b>	<p>Operation Unicorn/London Bridge – structured debrief has been carried out with learning captured from all involved in the planning and delivery of the National Event Operational Plan. In addition, GC Donnelly attended and represented SFRS at the Scottish Government Debrief of Operation Unicorn where external learning was shared.</p> <p>A Debrief has been initiated by OA for The New County Hotel fire in Perth. Following the Structured Debrief, a report will be written with any learning captured and actioned.</p>
<b><u>National Operational Learning (NOL)</u></b>	No NOL received during reporting period.

<p><b><u>National Review of Operational Assurance</u></b></p> <p><b><u>Frontline Updates</u></b></p> <p><b><u>OA21</u></b></p>	<p>OA continue to work with other FRS's across the UK and worldwide to review the role of Operational Assurance and the Operational Assurance Officer to identify areas of best practice and identify key learning.</p> <p>The Frontline Update for Elephant House, Edinburgh has been published during the reporting period. This publication shares the learning from this event across the organisation.</p> <p>The Frontline Update for the level 5 incident in Katherine Street, Livingston is now in final draft and is progressing though relevant governance prior to publication.</p> <p>No OA21 investigations during reporting period.</p>
<p><b><u>Operational Training</u></b></p>	
<p><b><u>Item</u></b></p> <p><b><u>Industrial Action (IA) Planning</u></b></p> <p><b><u>Training Needs Analysis</u></b></p> <p><b><u>Firefighter Foundation Programme – Wholetime (WTFFFP):</u></b></p>	<p><b><u>Commentary</u></b></p> <p>The Training Function have been given a central role in co-ordinating the training of military personnel in preparation for potential IA this has meant a re-prioritisation, while still maintain BaU.</p> <p>Over-arching workstreams are:</p> <ul style="list-style-type: none"> <li>• adapting the training programme issued by Defence Fire and Rescue to be suitable for SFRS delivery</li> <li>• liaising with military partners to ensured best use of the identified training site</li> <li>• working with SFRS partners to ensure provision of all required resources, including appliances, IT systems and PPE</li> <li>• arranging the deployment of SFRS instructors to deliver the training.</li> <li>• Working with SMARTEU for preparatory exercises.</li> </ul> <p>Communication and engagement with all LSO's informing them of quarterly approach to TNA for 2023/24 based on TOM, with a need from them to QA and ensure right people on right courses at the right time.</p> <p>WTFFFP Courses T1/23 and T2/23 commenced on Monday 9th January 2023 and Wednesday 11 January 2023 at the National Training Centre– due to last minute deferrals, 94 new entrants have commenced the programme.</p> <p>A 12-week Monday to Friday is running at Newbridge simultaneously for 12 further new entrants.</p> <p>WTFFFP May 2023 - it has been confirmed that this will be an intake of 48 Trainees from the current holding pool; NTC intend to run this on the established four-on-four-off – this</p>

<p><b><u>NIP and LSO Instructor Restructure</u></b></p> <p><b><u>Support to remote/rural areas</u></b></p> <p><b><u>Operational Driver Training</u></b></p> <p><b><u>Incident Command Management</u></b></p> <p><b><u>Specialist Rescue and Incident Support</u></b></p>	<p>will have the advantage of reducing stress on the site, improving site availability for other training events and be less demanding on instructors.</p> <p>NSDA now complete and ESDA commenced January 2023. This greatly supports training deliver plans, enhances Instructor Health &amp; Wellbeing due to fair distribution of workload and will lead to an increase in operational competence due to increased course delivery.</p> <p>National Training Instructor's as part of the NIP and LSO instructor restructure have provided instructional staff to support training delivery to WIOS throughout January and February, including BA, SWAH and RTC; this has contributed to the maintenance and development of competence for some of SFRS most remote personnel. Options are also being considered, engaging with Rep Bodies and Local Senior Officer to ensure opportunities are created for permanent roles in these remote/rural locations, through a provision of on-call training instructors.</p> <p>Options of virtual reality and simulation to achieve elements of Section 19 Legislation and provide innovative solution to On Call Emergency Response Drives (ERDs) being taken.</p> <p>Revised ERD reassessment model near completion with LED support to provide pre-course learning and assessment. Trials started in only January 2023.</p> <p>Fifth SFRS led JOSIC to be held at NTC – candidate numbers returning to pre-pandemic levels, Stadium Day returning facilitated via SAS remotely on Teams. Planning for 6 JOSIC and 3 Stadium days (remote)</p> <p>Specialist Rescue Training ESCG Subgroup continues to progress several collaboration opportunities including Mass Decontamination and Working at Height. Joint boat training event being scheduled for Police and SFRS to improve awareness of common training requirements.</p> <p>Newly established Tri Service Collaboration Group initially met to explore shared training opportunities for specialist rescue skills with colleagues from Police Scotland and SAS.</p> <p>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.</p>
--	--

<p><b><u>Learning and E-Development</u></b></p>	<p>Significant progress being made for the interactive case study for the 'Elephant House' incident.</p> <p>Flexi Duty Officer (FDO) TfOC module 'Operational Assurance' designed and launched on 1/02/23</p> <p>Firefighter – Watch Commander (FF-WC TfOC) - Development work concluded with the creation of learning content for Q4. This includes Core Skills, High Rise with Lifts &amp; Escalators and Cyber Security.</p> <p>Virtual Reality demo given to select Training Management Team members at HQ. Potential to use for development with IC Review.</p> <p>Programme of Learning created for Military personnel. This includes GRA scenarios and Counter Terrorist content.</p>
<p><b><u>Wildfire</u></b></p>	<p>The Training team in Highland continue to develop the Level 2/3 course content for the delivery of a Pilot course to a Highland On-Call Focus Group in January 2023.</p> <p>To allow the SFRS to facilitate the Wildfire Tac Ad course the SFRS will also need to have the ability to deliver the Wildfire Advanced course. Several current SFRS personnel who are on the Wildfire Tac Ad pathway will attend the next wildfire Tac Ad course being run by Northumberland in April/May. SFRS staff will receive Train the Trainer inputs from Northumberland on both the Advanced and Tac Ad courses for the SFRS standalone courses to be developed and delivered in the future.</p>
<p><b><u>Clinical Governance</u></b></p>	<p>The SFRS Training for Operational Competence Casualty Care Learning is now live for all operational personnel</p> <p>Engagement between the Training Function and Service Delivery management has taken place around the steps needed to ensure items of enhanced equipment, namely pulse oximeters and oxygen therapy masks can be made available operationally. All Training requirements have been agreed in conjunction with SAS and are sitting ready to go live.</p> <p>Training Function will begin shortly to complete a review of the SFRS Instructor qualifications and look at an options appraisal for the potential delivery of casualty care training by SAS or a 3rd party provider.</p>
<p><b><u>Operations Control Training</u></b></p>	<p>Working on Familiarisation documents for Industrial Action Planning.</p> <p>Reviewing all training packages and updating as necessary to progress TfOC for OC.</p> <p>ISR Familiarisation Sessions nearly complete for FDOs.</p>



Report No: C/SDC/02-23

Agenda Item: 8.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 FEBRUARY 2023						
Report Title:	QUARTERLY PERFORMANCE REPORT Q3 2022-23						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> For Reports to be held in Private Specify rationale below referring to <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide members with the third quarter performance for fiscal year 2022-23, this report is intended for circulation to the Service Delivery Committee (SDC).						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The format of the report has been developed to include Statistical Process Charts with indicators. These aim to help the Committee differentiate between routine variation in the numbers, and variation that is exceptional, potentially signalling a change that requires further investigation or analysis.						
3.2	Five KPI targets achieved (Non-domestic fires shown as amber as percentage change less than one per cent), eight KPI targets missed.						
3.3	Operational demand across the quarter was eight per cent less than previous quarter.						
3.4	Fires are 11 per cent lower than the second quarter and less than one per cent lower year-to-date. False alarms are 'no change' on previous quarter and 8 per cent higher year-to-date. Special Service incidents were 45 per cent this quarter versus last (due to flooding) and 12 per cent higher than last year (to-date).						
3.5	Eleven fire fatalities reported in quarter, an increase of 8 on previous quarter.						
3.6	All Home Fire Safety Visits are down for second consecutive quarter and year-to-date lower than 2020-21.						
3.7	No change in call handling and response times reduced (versus previous quarter).						
3.8	Retained availability at 72 per cent, WT availability at 93 per cent.						

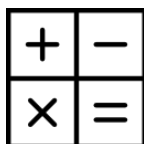


<b>4</b>	<b>Recommendation</b>	
4.1	Members are asked to scrutinise the contents of this report and comment at 3.1 around format change to presentation of indicators.	
<b>5</b>	<b>Core Brief</b>	
5.1	Not applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A: Quarterly Performance Report Q3 2022-23.	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
<b>Sponsored by:</b>	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
<b>Presented by:</b>	David Farries, T/Assistant Chief Officer, Director of Service Delivery	
<b>Links to Strategy and Corporate Values</b>		
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	<i>15 February 2023</i>	<i>For Noting</i>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For Scrutiny</i>

### 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.



### Q3 in summary

Q3

Q3 2022-23 was the busiest third quarter since 2010-11, driven by a higher number of false alarms and a significant increase of Special Service incidents.

Fires reported were at an all-time quarterly low (4,581) with all three Service Delivery Areas experiencing their lowest quarter ever.

Non-domestic building fires have increased versus the previous two years but this follows the Covid-19 pandemic, where there were fewer fires as a result of closed premises and reduced attendance at places of work or education.

Fire casualties reduced for another quarter, however quality issues remain with concern that all casualties are being captured. Accidental dwelling fire casualties continue to be added through routine quality assurance work.

False alarms recorded during the quarter were lower than in quarter two, but the highest October to December period on record. Higher than normal UFAs across all three Service Delivery Areas has meant the highest year-to-date UFAs since 2009-10.

Special Service incidents were 45 per cent higher than in quarter two predominantly as a result of flooding incidents recorded during December. The previous December average (three years) for flooding was 136 incidents, in December 2022 there were 1,672 recorded incidents. 1,100 of these were reported across West Service Delivery Area.

### Page Contents

2

2022-23 Q3 - Service Delivery Committee Report (Summary)

4-9

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

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

1.2 How effective are we at protecting our built environment?

1.3 How effective are our prevention and protection activities?

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

10-13

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

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

2.2 How do we demonstrate we are more flexible?

2.2 How effective and efficient is our emergency response?

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

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

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

14

GLOSSARY



# 2022-23 Q3 - Service Delivery Committee Report (Summary)

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

### Indicators - With target

Ref	Indicator	RAG	Target/Direction of Travel	Target	3-year ave.	Year-to-date	Year-to-date (-1)	Year-to-date (-2)
1.01	Number of fires in non-domestic building fires (as defined in Part 3 of Fire (Scotland) Act 2005)	●	Reduce based on 3-year moving average	1,132	1129	1200	1143	1043
1.02	Number of deliberate primary fires	●	Reduce based on 3-year moving average	1,932	1956	2020	1910	1939
1.04	Number of refuse and vehicle fires	●	Reduce by 10% based on 3-year moving average	6,909	7487	7549	7553	7360
1.05	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	●	Reduce based on 3-year moving average	20,965	21270	23949	21753	18109
1.06	Number of accidental dwelling fire fatalities		Zero	0	22	22	20	25
1.07	Number of fire fatalities by type of incident	●	Reduce based on 3-year moving average	29	32	30	27	39
1.08	Number of accidental dwelling fire casualties (excluding precautionary checks)	●	Reduce by 3% based on 3-year moving average	365	331	292	340	360
1.09	Number of fire casualties by type of incident	●	Reduce based on 3-year moving average	525	451	391	441	520
1.10	Number of Home Fire Safety Visits conducted	●	Increase based on previous year	32,042	25889	28719	32041	16908
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	●	Increase based on 3-year moving average	14,409	11940	11104	15847	8870
1.13	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework		100% of known framework premises	100	3662	4620	4219	2146
1.14	Number of accidental dwelling fires broken down into the severity categories - low	●	Reduce based on 3-year moving average	1,502	1453	1375	1482	1503
1.15	Number of accidental dwelling fires broken down into the severity categories - medium	●	Reduce by 3% based on 3-year moving average	1,437	1405	1310	1477	1429
2.07	Number of accidental dwelling fires broken down into the severity categories - high	●	Reduce by 5% based on 3-year moving average	195	201	193	206	203

### Indicators - No target

Ref	Indicator	3-year average	Year-to-date	Year-to-date (-1)	Year-to-date (-2)
1.03	Number of Road Traffic Collisions attended	1516	1733	1608	1208
1.13	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	3662	4620	4219	2146
2.01	Total number of incidents attended	72818	78293	73865	66297
2.03	Number of incidents attended at the request of other agencies	999	1056	1060	881
2.04	Number of effect entry/exit incidents attended	3218	3458	3389	2806
2.05	Number of non-refuse secondary fires	7302	7781	7980	6145
2.11	Percentage of Inspections carried out in line with Operational Intelligence Framework	2365	2756	2491	1849
2.12	Number of audit actions arising from Operational Assurance process	25	28	6	41
2.13	Number of Hydrant inspections carried out	13728	15118	18069	7996

### Indicators - No target

Ref	Indicator	3-year average	Year-to-date	Year-to-date (-1)	Year-to-date (-2)
2.06	Response time	8.1	8.0	8.0	8.0
2.06	Response time - East	8.4	8.0	8.0	8.0
2.06	Response time - North	9.1	9.0	9.0	9.0
2.06	Response time - West	7.5	8.0	7.0	7.0
2.08	Call handling time	1.3	1.0	1.0	1.0
2.08	Call handling time - East	1.3	1.0	1.0	1.0
2.08	Call handling time - North	1.7	2.0	2.0	2.0
2.08	Call handling time - West	1.2	1.0	1.0	1.0
2.09	RDS availability	76.3	72.0	74.0	83.0
2.10	WT availability	95.6	93.0	96.0	98.0

'Time' reported in minutes / 'Availability' reported as percentage

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



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

## Strategic Outcome 1 in summary

Fires in non-domestic buildings are higher year-to-date versus the previous two years but still remains ahead of target.

The run chart (far right) clearly shows only two occasions where quarterly activity has been outside the bounds of what would be described as expected 'routine variation' and allows us to predict that there is a low chance of non-domestic fires exceeding the upper limit.

The instance where incidents fell below the lower control limit (red marker) is evidence of the impact from the Covid pandemic, and the restrictions that were imposed across Scotland. Reduced numbers of non-domestic premises being accessible to employees and members of the public reduced risk and occurrence of fires.

Quarterly activity has since increased but activity remains mostly below the average of the last five years.

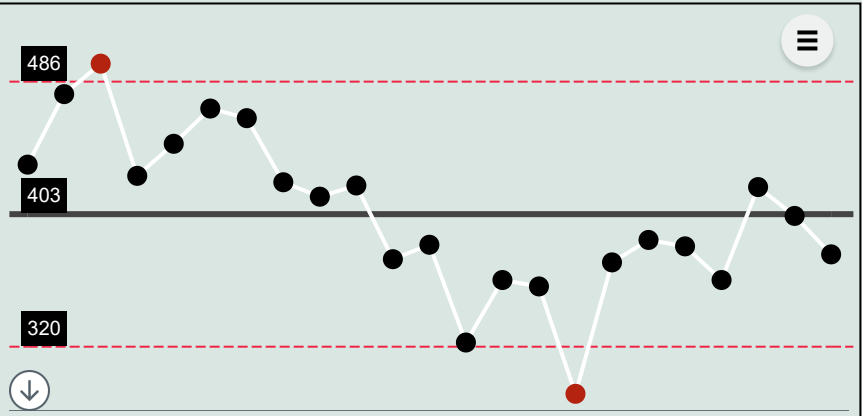
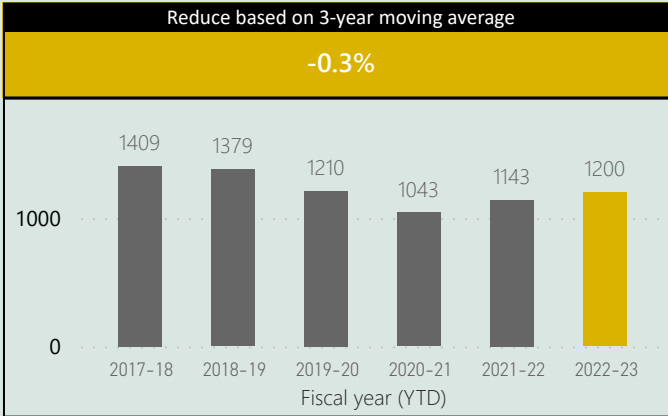
UFAs incidents have risen for the last two quarters but still remain within the expected range of incidents. There is no consistent increases or decreases in quarterly activity to suggest any trends in activity. This quarter represents only the second consecutive quarterly increase following two consecutive decreases.



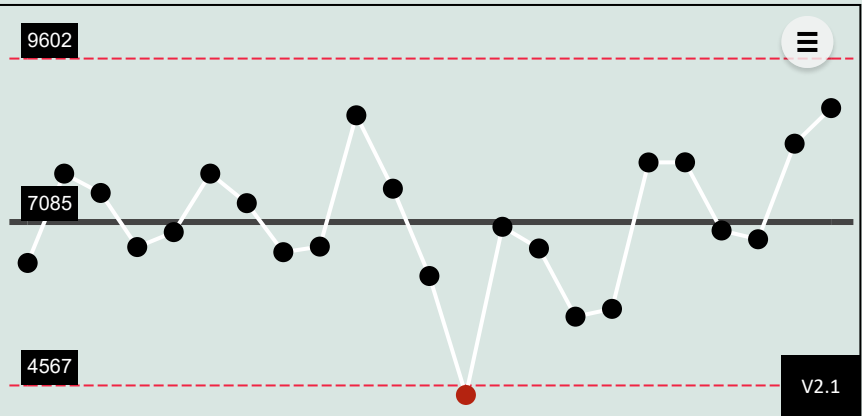
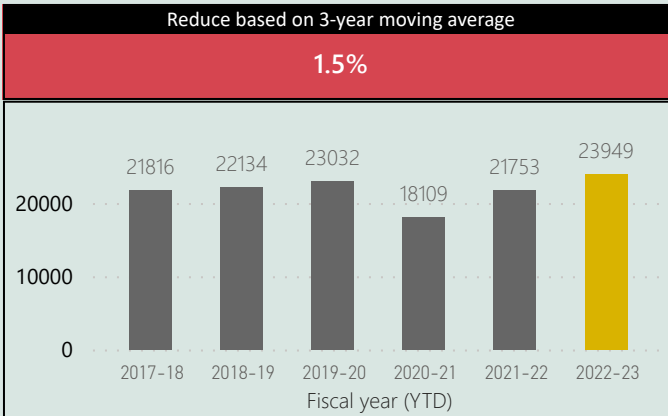
We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth

How effective are we at protecting our built environment?

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



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





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

## Strategic Outcome 1 in summary

Home Fire Safety Visits (HFSV) missed target by ten per cent with the third quarter being the lowest quarter of 2022-23.

The run charts (far right) provide analysis showing all quarterly activity from Q1 2017-18 to Q3 2022-23. This has been split into two charts because of the exceptional variation caused by the pandemic. The first chart shows clearly an average of 17,341 visits per quarter pre-pandemic with narrow upper and lower control limits (+/- 3,000).

During, and post pandemic the average has fallen to 8,446 with wider limits of control (+/- 6,000).

Values reported outwith these limits are recognised as 'likely to have an assignable cause' and justify further investigation. The red marker on the second chart represents the first quarter of 2020-21 when national lockdown was in effect for around six weeks.

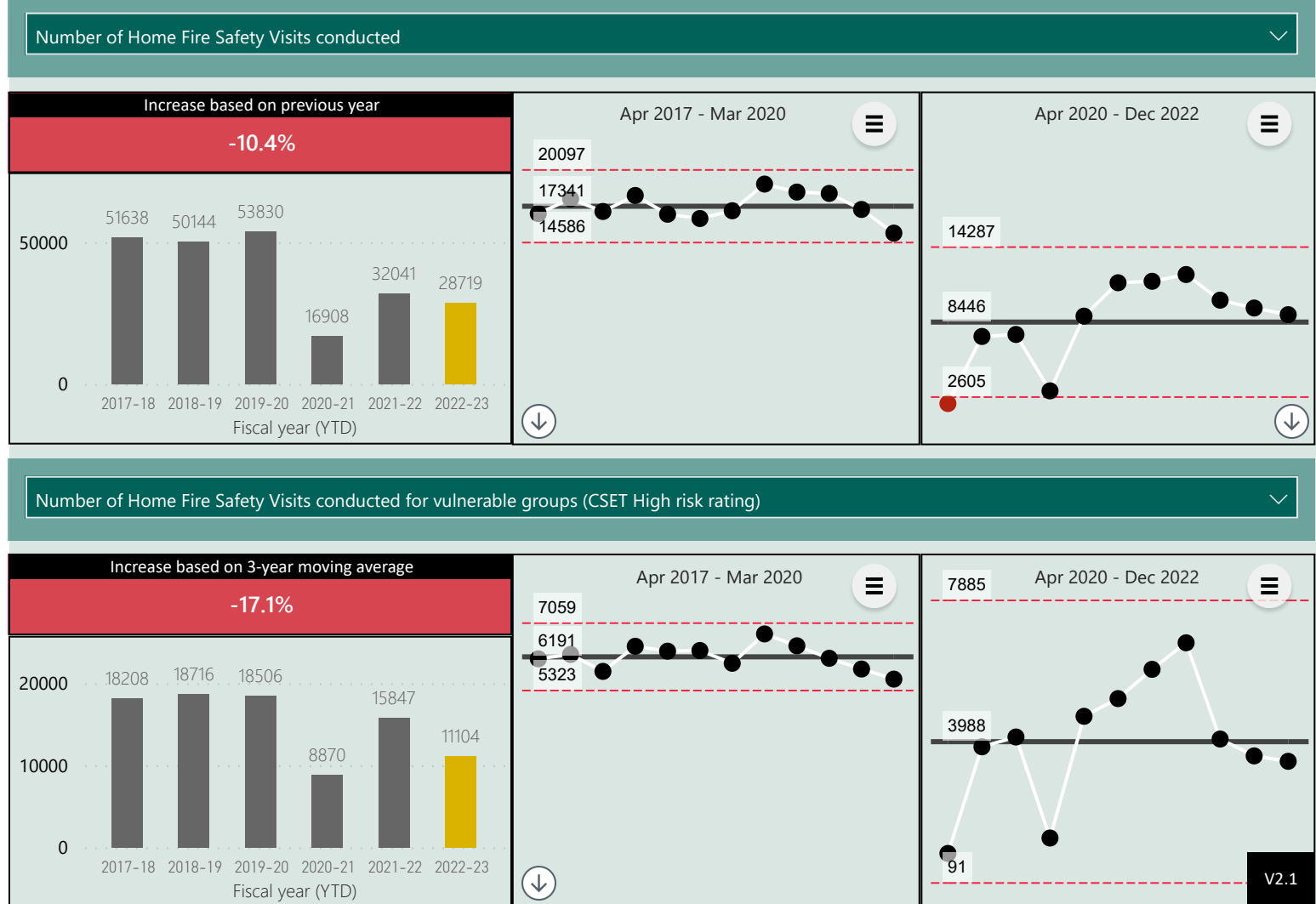
HFSVs to vulnerable groups missed target by more than 17 per cent and year-to-date is lower than 2020-21.

Again, this is the third quarter in a row where visits have fallen but remains in-line with the average visits recorded since Covid.



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?





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

## Strategic Outcome 1 in summary

Fire fatalities missed target by nine per cent.

All quarterly activity (2017-2022) is well within the upper and lower (zero) control limits but shows continued variation with no sustained increases or decreases.

Specific data around the fatality and casualty profile was not available at the point this report was being written but will be summarised in discussion at Service Delivery Committee on the 28th February 2023.

Fire casualties did increase this quarter versus last, but year-to-date is still the lowest on record. Concerns still remain around data quality whereby '100' casualties (including precautionary checks) were not recorded in final IRS reports and were only identified through separate quality assurance processes which are on-going.

Plans to improve data capture are in-development between Business Intelligence team and Service Delivery colleagues and will take significant time to embed. It will require significant change in our culture and effective management of issues to have the required positive influence.

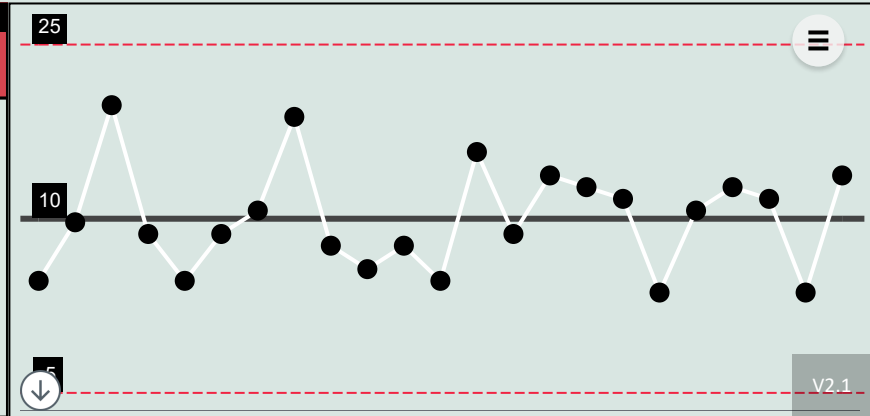
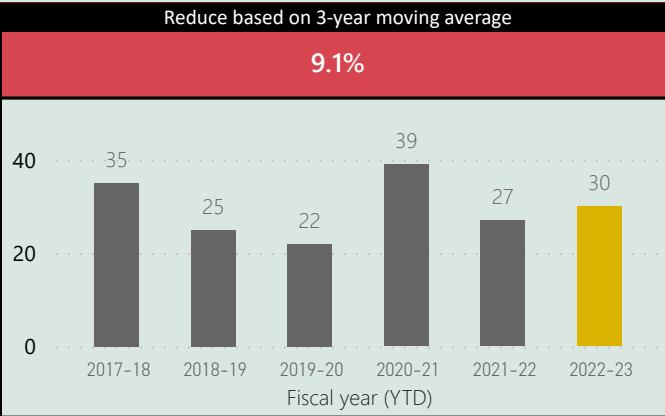
As with fatalities, more information around casualty profile will be discussed at Service Delivery Committee.



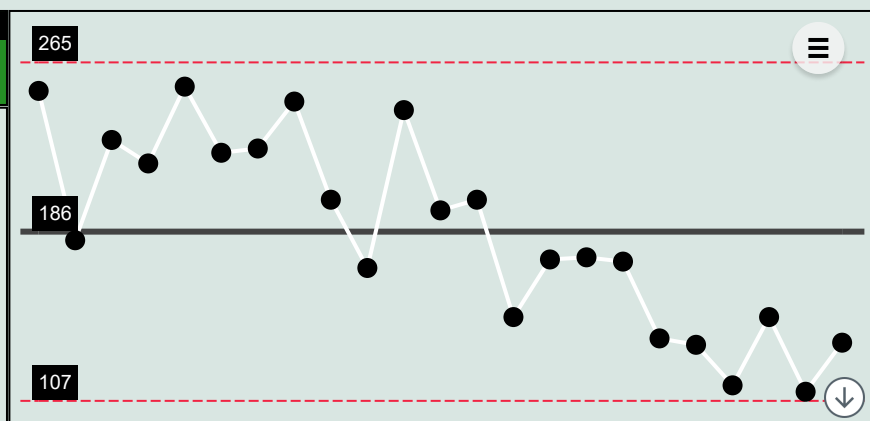
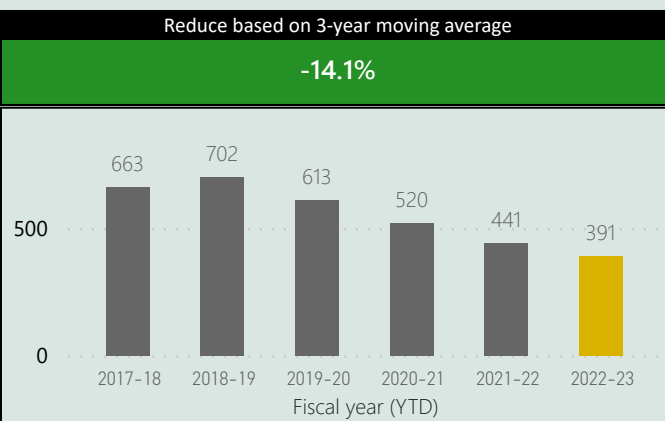
We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

How effective are our prevention and protection activities?

Number of fire fatalities by type of incident



Number of fire casualties by type of incident





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

## Strategic Outcome 1 in summary

There were 11 accidental dwelling fire fatalities reported during the third quarter which is an increase of eight from the second quarter.

The quarterly activity shown in the run chart demonstrates that based on the last five years all reported incidence fall within the upper and lower (zero) control limits and while no fire death is acceptable we do not see anything other than routine variation.

Fire casualties from accidental dwelling fires continues to exceed target expectations but with the steps being taken to check all relevant incidents we are seeing that the last 4 or 5 quarters are beginning to stabilise.

If 100 per cent checks become possible, we may see some quarters begin to rise. Equally, as training of crews begins to take affect this may also have a positive impact on data quality but a negative impact on the historical reported performance.

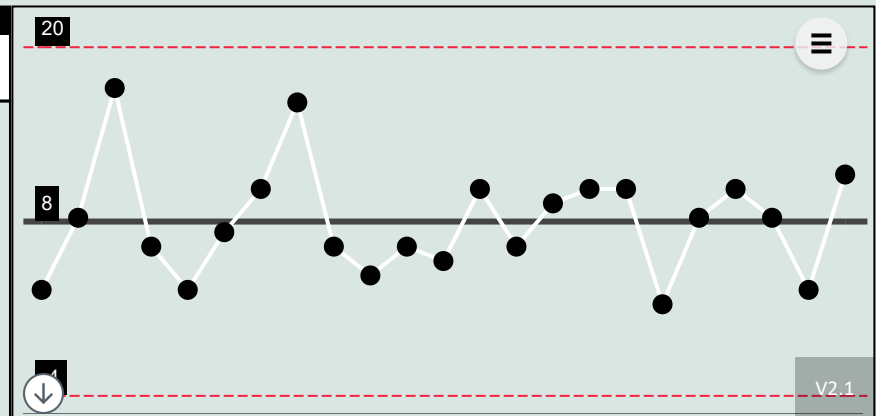
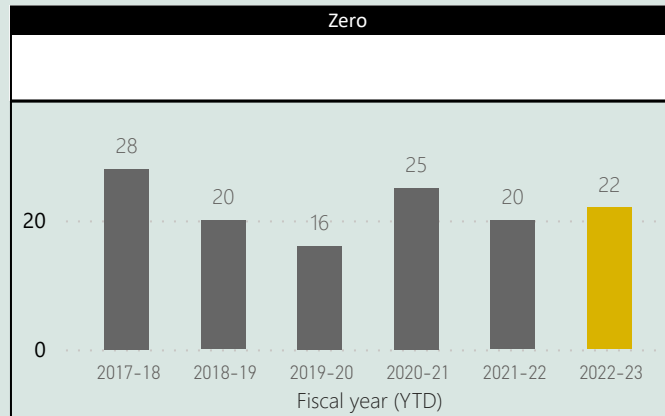
As stated in the previous page, further details on casualty profiles will be discussed at the Service Delivery Committee meeting on the 28th February 2028.



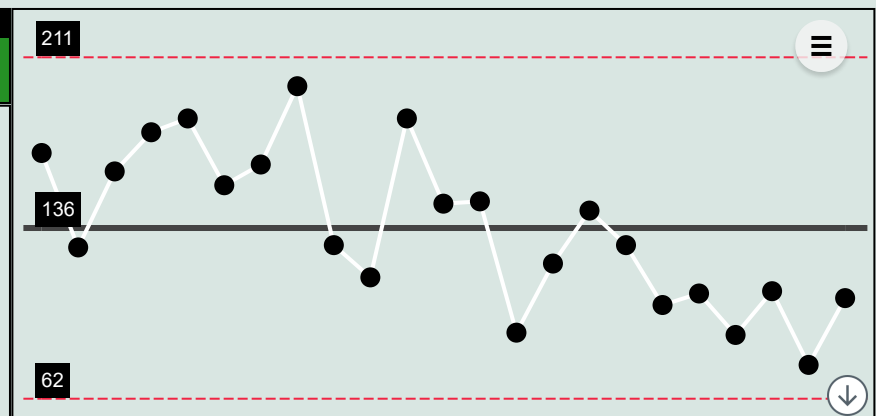
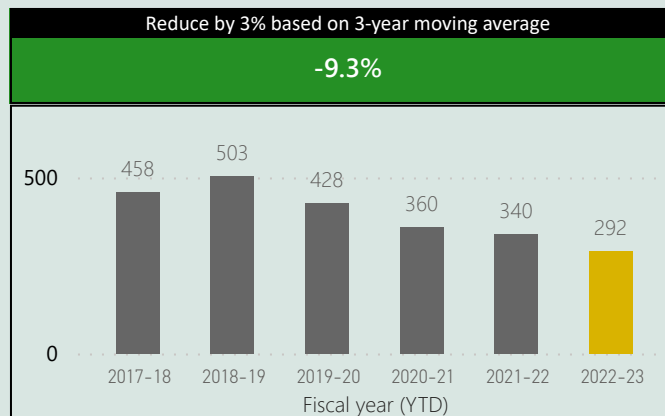
We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

How effective are our prevention and protection activities?

Number of accidental dwelling fire fatalities



Number of accidental dwelling fire casualties (excluding precautionary checks)





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

## Strategic Outcome 1 in summary

Deliberate primary fires missed target by one per cent.

Incidents of deliberate fire setting has been consistently similar which is reflected in the run chart (far right) showing the quarterly breakdown. There is a pattern to historical activity whereby most incidents are recorded during the first quarter each year, quarters three and four report similarly, and below the period average.

Refuse and vehicle fires missed the target of a ten per cent reduction on the three year average. Year-to-date activity is currently eight per cent higher than desired.

The current three-year average is down against the previous average by two per cent, and the run chart (far right) again provides evidence that rates of incidents have been fairly consistent each quarter for the last five years.

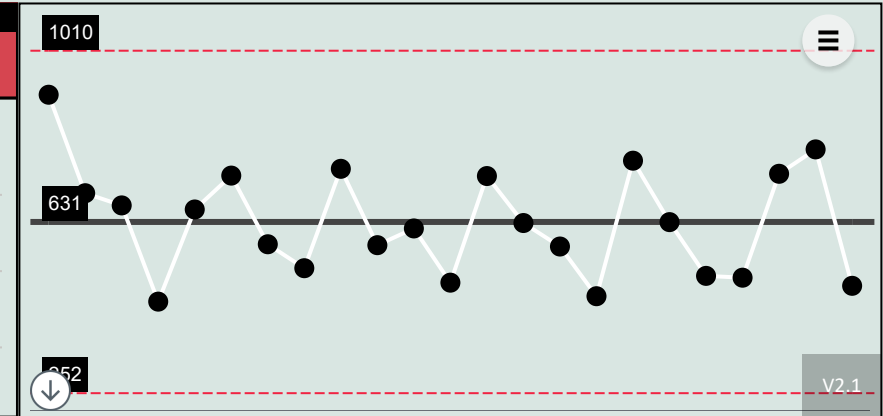
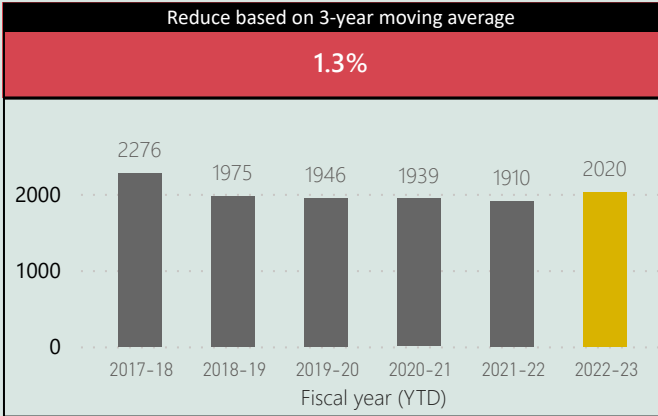
There has been no evidence of continued increases or decreases with the exception of 2018-19 with three consecutive reductions after the first quarter that year.



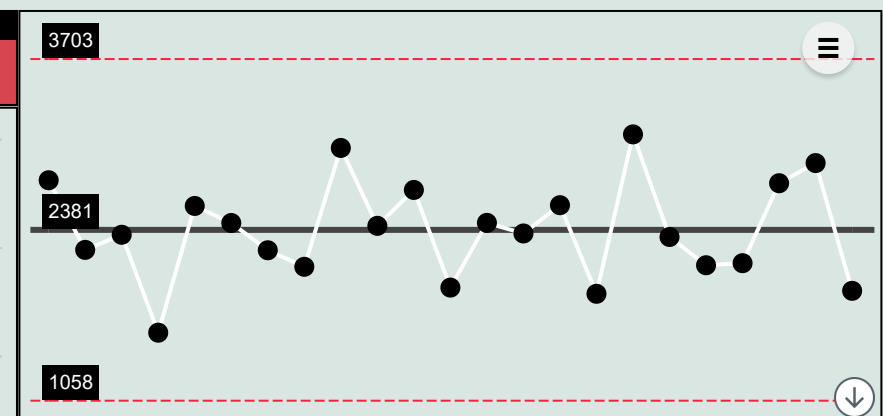
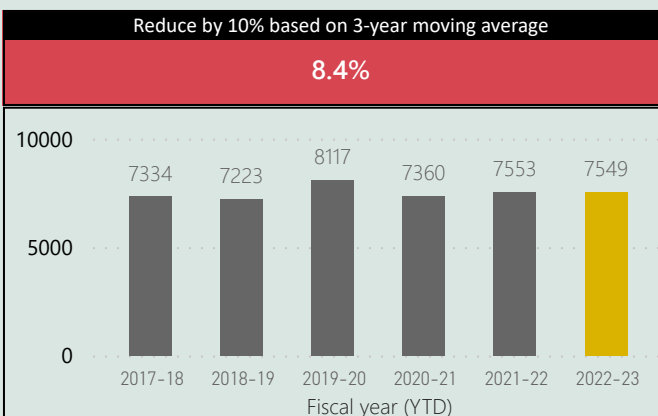
We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

How effective are our prevention and protection activities?

### Number of deliberate primary fires



### Number of refuse and vehicle fires







## Our collaborative and targeted prevention and protection activities improve

### Strategic Outcome 1 in summary

Road traffic collisions fell dramatically at the start of the pandemic and since then have returned to pre-pandemic levels.

Year-to-date incidents are higher this year compared to the previous two years (bar chart), but remain lower than the years prior to 2020-21.

The run chart (far right) shows that most historical RTCs exist within the upper and lower control limits. The single red marker represents the first quarter of 2020-21 where travel restrictions were in place.

The chart below the road traffic collisions indicator has been provided to give some insight around casualties operational crews have to assist each quarter. There is a similar pattern to incidents, where casualties have been increasing since the start of the pandemic. But whereas 'incidents' have been on or above the five year average, 'casualties' remain below the average.

Recent analysis by the Business Intelligence team looked at the Department for Transport (DfT) 'Reported Road Casualties' report for 2021 and identified that more than 1,700 people were reported as 'killed' or 'seriously injured' in Scotland road traffic incidents. There were 5,106 road traffic casualties reported in total.

IRS reports shows that in that period fire crews attended 48 fatalities and 664 seriously injured. Crews attended to 1,100 casualties overall. Proportionately the fire service attended 42 per cent of all people killed or seriously injured, and 22 per cent of all casualties reported.

DfT reporting is conducted bi-annually and Business Intelligence will continue to review published data as and when available.

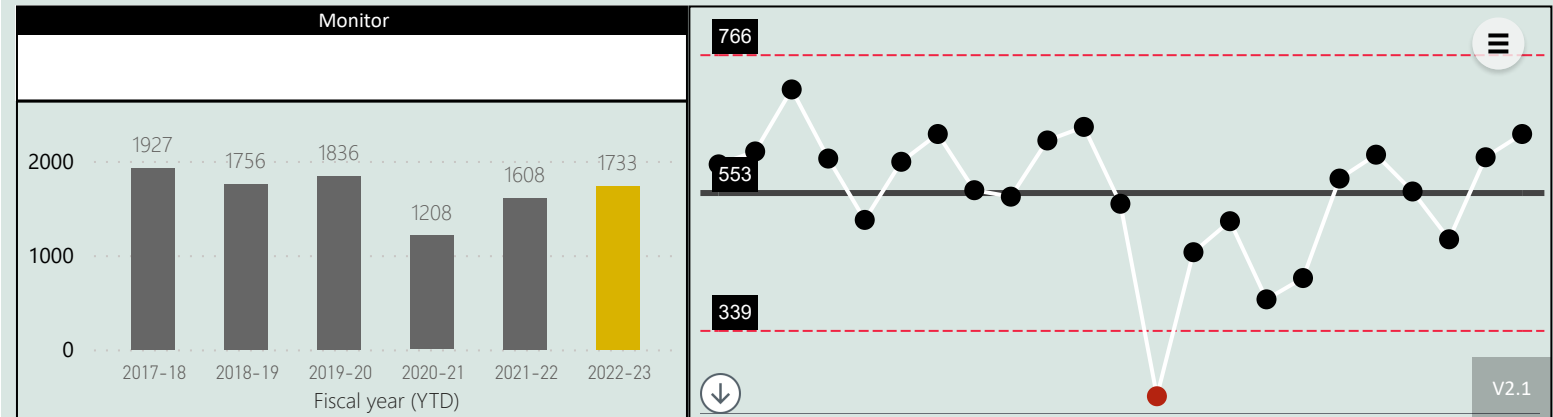
### and wellbeing

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

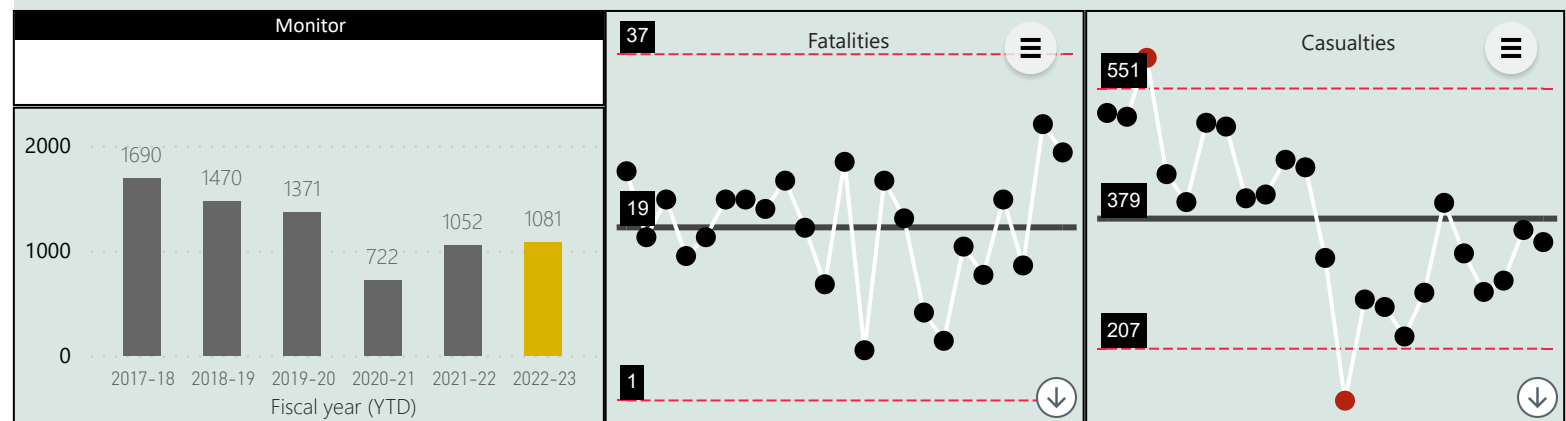


How effective are our prevention and protection activities?

#### Number of Road Traffic Collisions attended



#### Total number of RTC casualties (fatal & non-fatal)





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

## Strategic Outcome 2 in summary

Accidental dwelling fires reported as 'low' and 'medium' severity both increased against the previous quarter but both remain ahead of target.

Those reported as 'high' severity also increased against the previous quarter and remains off target.

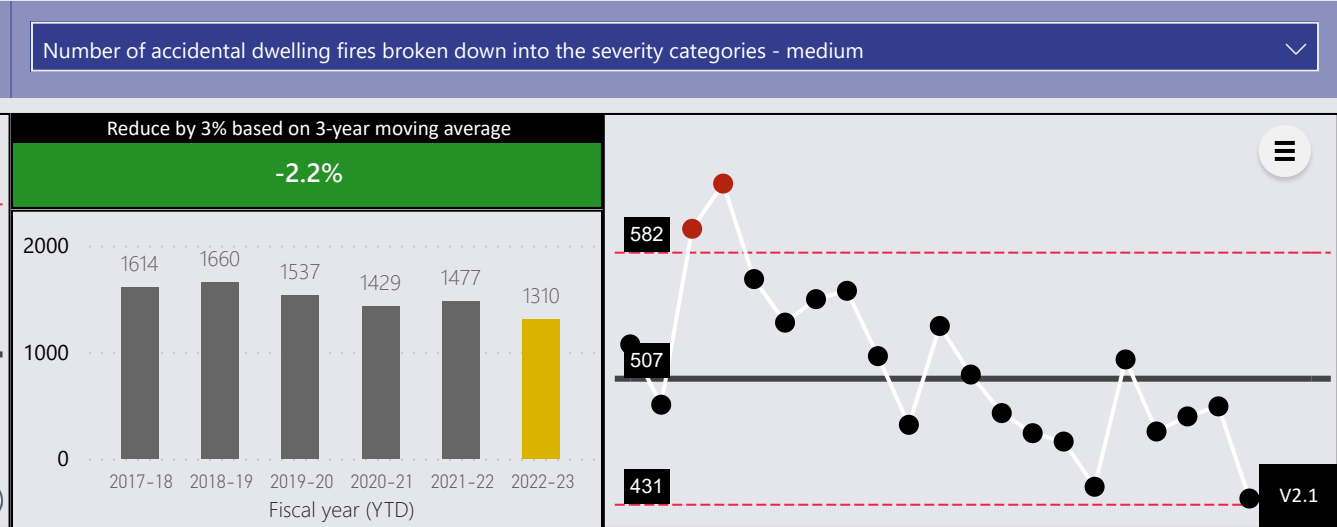
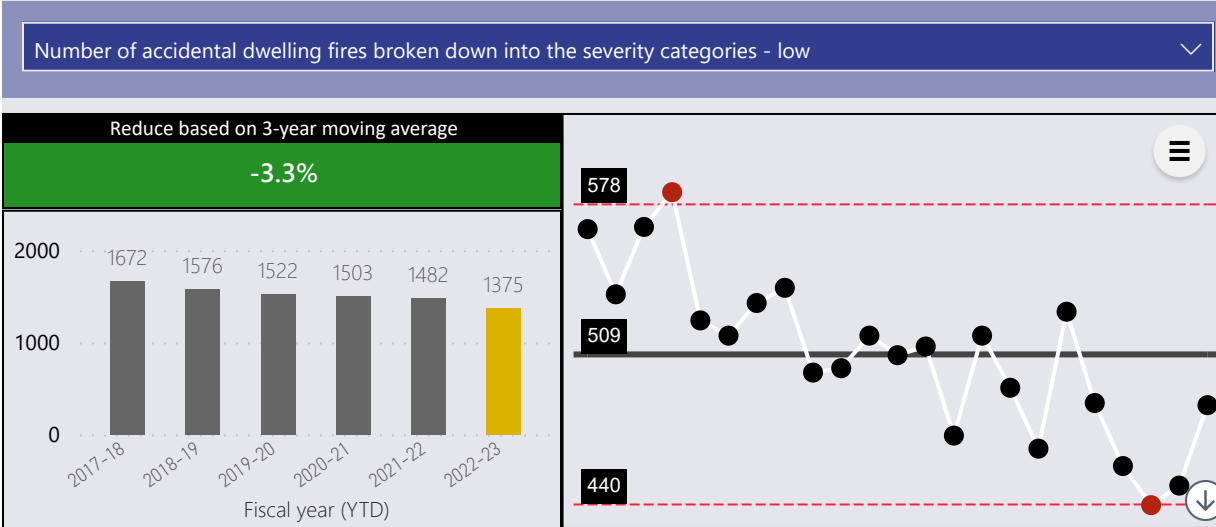
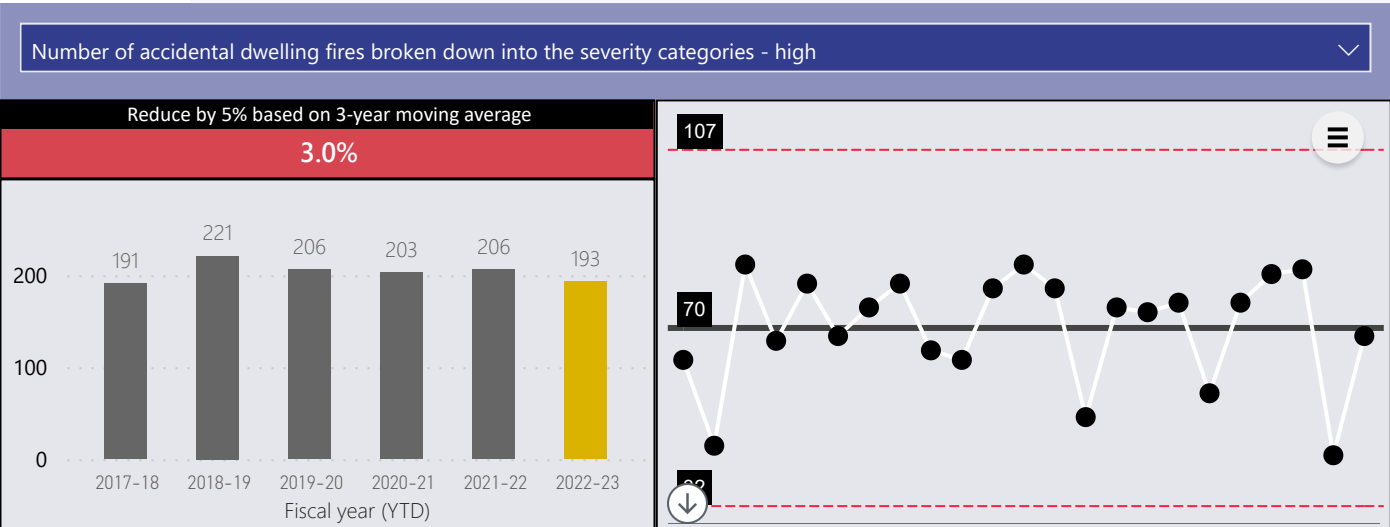
It is evident that the overall reduction in accidental dwelling fires is occurring through fewer low and medium severity fires while high severity numbers remain unchanged.



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?

← 10 →





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



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

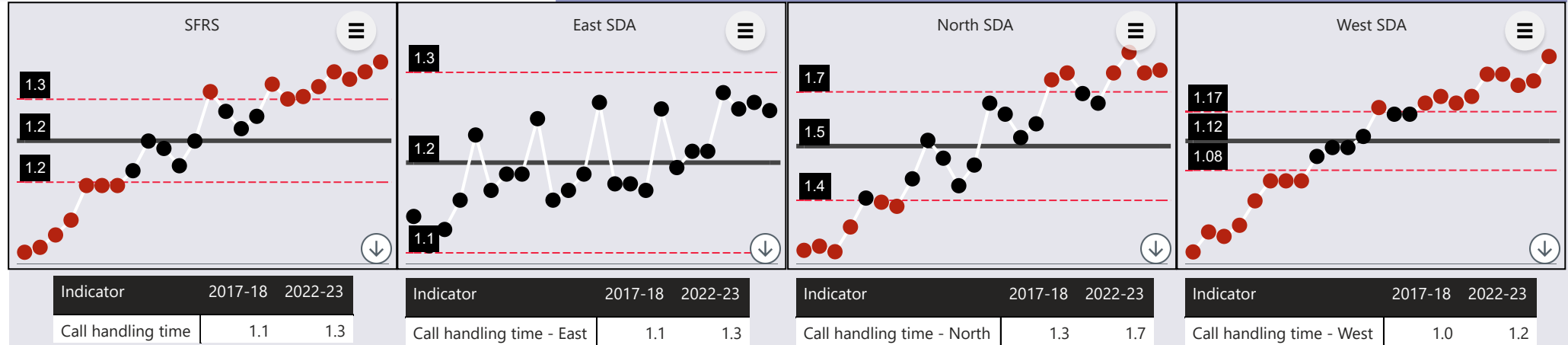
How do we demonstrate increased effectiveness of service delivery through improved 3C arrangements?

Call Handling Times by Service Delivery Area (SFRS)

## Call Handling

Over the last 5 years there has been an increase in times from 66 seconds to 78 seconds. The SPC charts show that for the East, the increase has been less and remains within the upper and lower control limits.

The North increase has been greater and has more evidence of seasonal variation as has the East. The West has consistently had the lowest times and least variation signalled by narrow control limits.

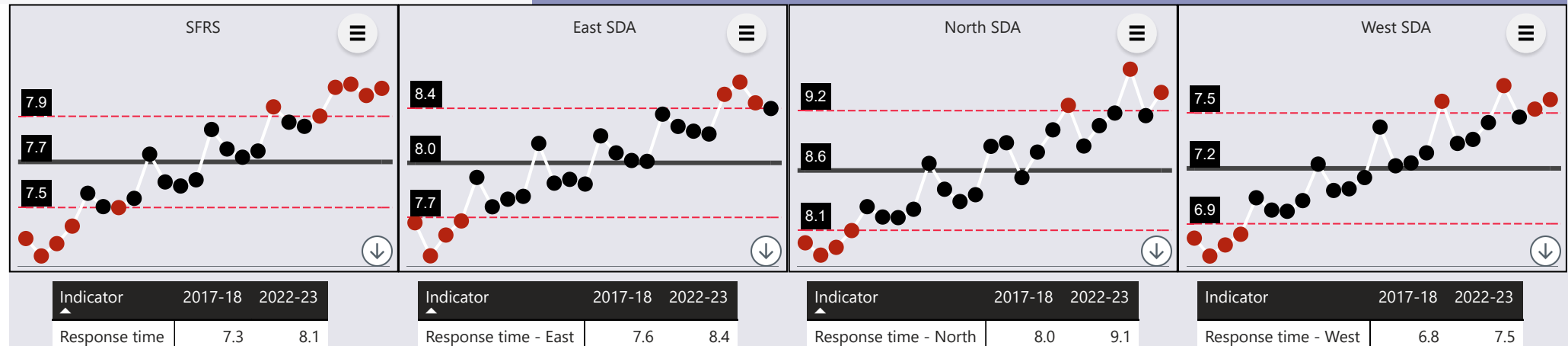


How do we demonstrate we have modernised our preparation and response to emergencies?

Response times by Service Delivery Area (SFRS)

## Response

Over the last 5 years there has been an increase in average response times of 48 seconds. The SPC charts show that seasonal variation is again an influence on quarterly performance. In the East and West the first quarters of each year show the longest response time, but in the North over the last three years the peaks have been during the second quarter.





# 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 do we demonstrate we are more flexible?



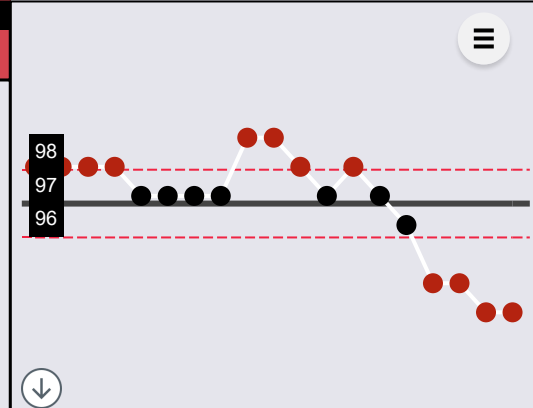
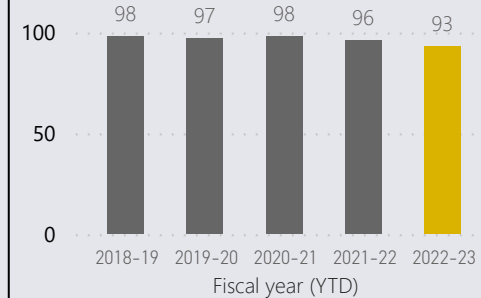
We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

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

Wholetime Appliance availability

96 per cent

-3.1%



Q3 only

Top 10 incident types

Top 10 incident types	Total
01. False Alarm (UFAS) (34.6%)	8839
02. False Alarm (Dwelling) (15.6%)	3994
03. Special Service - Flooding (7.9%)	2017
04. False Alarm (Good Intent) (7.8%)	1991
05. Refuse Fire (5.7%)	1448

Q3 only

Top 10 incident types

Top 10 incident types	Total
06. Special Service - Effecting entry/exit (4.9%)	1262
07. Dwelling Fire (4.3%)	1096
08. Outdoor Fire (3.2%)	827
09. Special Service - RTC (2.5%)	645
10. Vehicle Fire (1.8%)	463

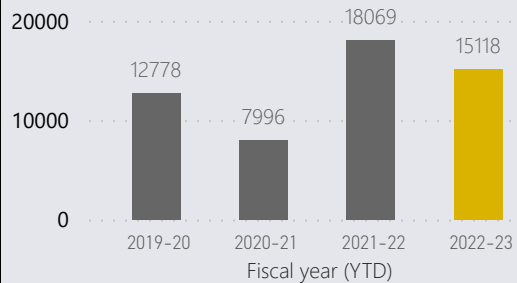


We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time

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

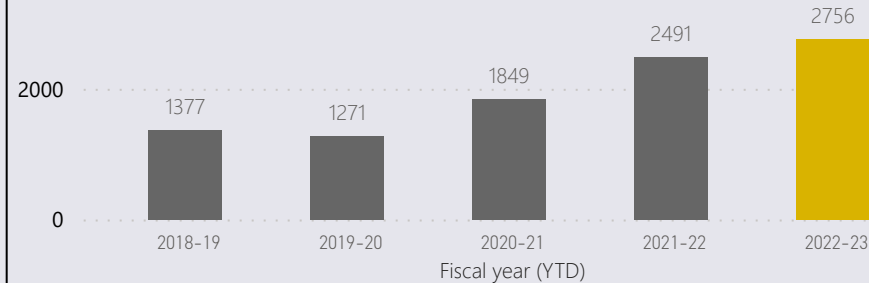
Number of Hydrant inspections carried out

Monitor



Percentage of Inspections carried out in line with Operational Intelligence Framework

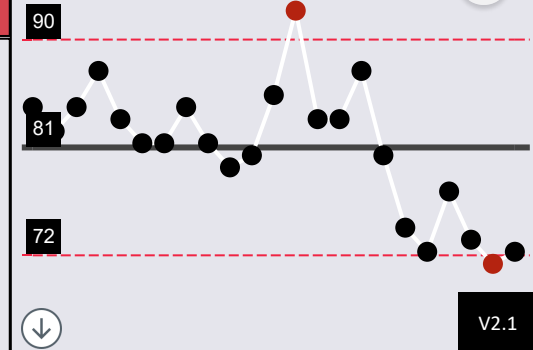
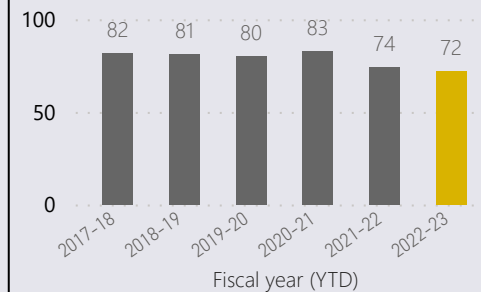
Monitor



Retained Duty System Appliance availability

Increase by 3% based on 3-year moving average

-6.2%





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

## Strategic Outcome 2 in summary

Non-refuse fires are lower than last year but higher than the preceding years shown. In the run chart on the right, all reported quarters over the last five years sit comfortably within what would be recognised as 'routine variation' but clearly show the first quarter of each year to be the period most likely to peak of all four quarters. All third quarters repeatedly report significantly below the average for the period.

Incidents at the request of other agencies has historically demonstrated significant variation but for the first time in five years the reported value exceeds the upper control limit due to higher than normal activity in the West SDA and North SDA. Incident records show this to be related to higher than normal activity in more rural LSO areas.

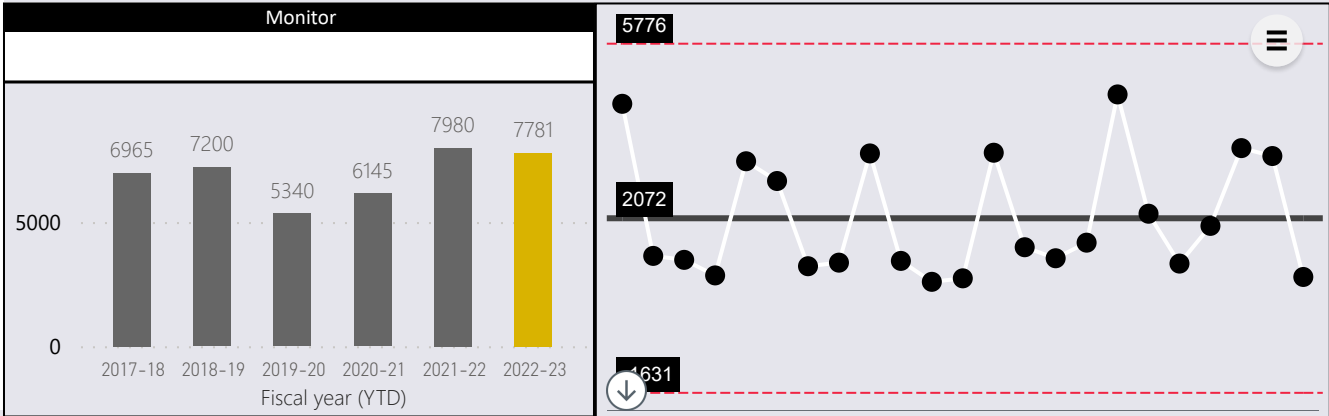
Effect entry/exit incidents have increased each year since 2014-15. The run chart show increases and decreases quarter on quarter, but this quarter is the third quarter to increase consecutively. The number of incidents recorded are significantly above the upper control limit and although all 3 SDAs have experienced a rise, certain LSO areas have grown significantly more than others.



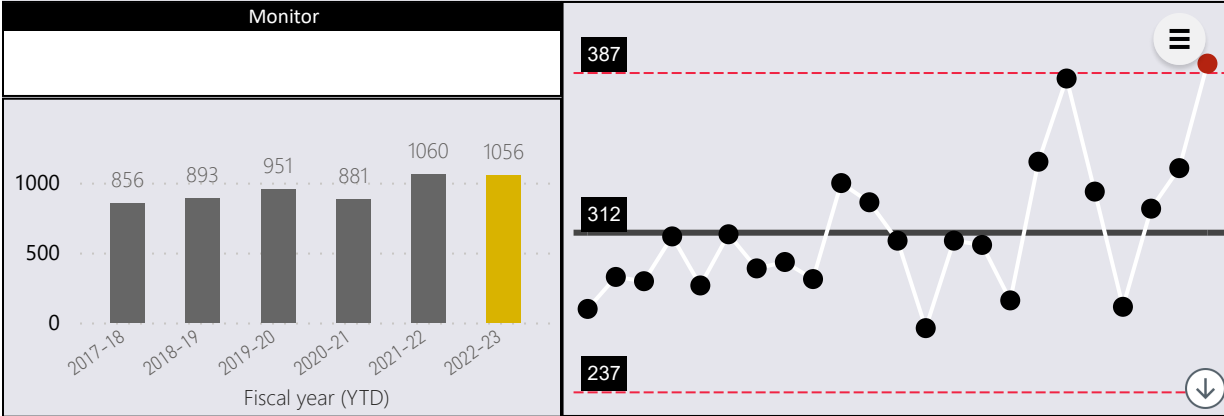
We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technol...

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

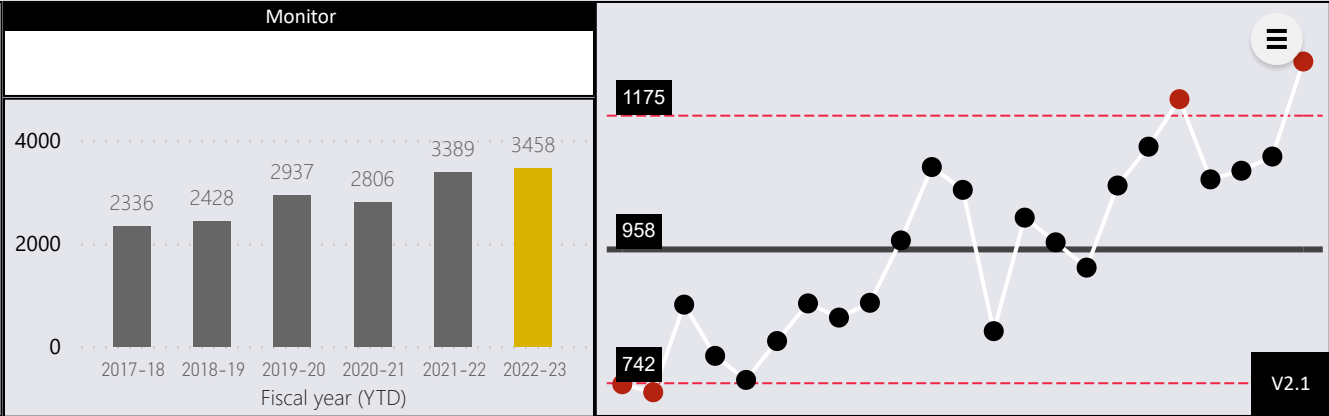
### Number of non-refuse secondary fires



### Number of incidents attended at the request of other agencies



### Number of effect entry/exit incidents attended



## Glossary of terms, acronyms and other data sources

Entry	What it means	Entry	What it means
ADF	Accidental Dwelling Fire	FSE, FSO	Fire Safety Enforcement, Fire Safety Enforcement Officer
CSET	Community Safety Engagement Toolkit: a central IT system used to record home fire safety visits and community safety activities	HFSV	Home Fire Safety Visit
False Alarm	An event in which the fire and rescue service believes they are called to a reportable fire and then find there is no such incident.	IRS	The National Incident Recording System, developed on behalf of the UK Government's Home Office.
False Alarm (Dwelling)	An event in which the operation of a smoke or heat detector in a domestic dwelling results in an emergency call to the fire and rescue service, which is subsequently found to have been a result of a fault in the detector, or by operation of the detector in response to cooking fumes, steam, or other substances.	KPI	Key Performance Indicator
False Alarm (Equipment)	An event in which a smoke or heat detector in a non-domestic property triggers an automated fire alarm call to the fire and rescue service, which is subsequently found to have been a result of a fault in the equipment, or by operation of the detector in response to substances such as steam, dust and so on.	LSO	Local Senior Officer. An officer who has responsibility for the services provided by the SFRS to one or more local authority areas. There are fourteen LSO posts in the SFRS covering between them the 32 local authority areas in Scotland.
False Alarm (Good Intent)	An event in which the person who called the fire and rescue service believed in good faith that they were reporting a fire, subsequently found by the fire and rescue service not to be the case.	Median	The median is the middle number in a sorted list of ascending or descending values. The median is the preferred statistical average value when there are a proportion of extremely high or low values in the sequence that may skew the average (mean) value. The median provides a better representation of a "typical" value".
False Alarm (Malicious)	False alarms which result from human intervention such as deliberate breakage of fire alarm call-points when there is no fire, deliberate reporting of non-existent fires and so on.	Moving average	An average computed over a fixed time period that rolls forward for each report. Moving averages can be thought of as averages over a fixed time window such as a three-year period, which then moves on by a fixed period reflecting the periodicity of the report.
False Alarm (UFAS)	These are alarms at non-domestic properties such as hospitals, schools, shops, offices, factories and so on, generally reported either by automated call equipment or via call centres. All forms of equipment-related false alarms for non-domestic properties are counted in this category, as are good-intent false alarms where the method of report is automated or via a call-centre. All forms of Malicious false alarm for non-domestic properties are also counted in this category, whether reported automatically or manually.	PMF	Performance Management Framework - Defines how SFRS manage performance and sets out the processes and tools available to achieve the priorities set in the Fire and Rescue Framework
		PPED	Prevention and Protection Enforcement Database: a central IT system which records non-domestic fire safety visits and enforcement activity.
		Primary Fires	These include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues, or fires attended by five or more appliances

## 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

Report No: C/SDC/03-23

Agenda Item: 8.2

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>28 FEBRUARY 2023</b>						
<b>Report Title:</b>	<b>INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	<p>The purpose of the report is to provide the Service Delivery Committee (SDC) with an update on the following:</p> <ul style="list-style-type: none"> <li>• Planning and Preparedness for Covid-19 Action Plan Update</li> <li>• HMFSI Operational Risk Information Closing Statement</li> <li>• Fire Safety Enforcement Closing Statement</li> <li>• Development of Firefighting in High Rise Buildings Action Plan</li> </ul>						
<b>2</b>	<b>Background</b>						
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved progress on the individual action plan will be presented to SDC every six-months for scrutiny on a quarterly cyclical basis.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The SDC is presented with the current Audit and Inspection Overview Dashboard, attached as <b>Appendix A</b> , for noting. This provides high level details of all actions plans.						
3.2	Summarised updates on each of the individual Action Plans that have been scrutinised by the Senior Management Board in February 2023 are noted below.						
3.3	There is one closing report to consider as part of this update regarding the HMFSI Operational Risk Information Action Plan.						



3.4	<b>Planning and Preparedness for Covid-19 Update</b>
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 <b>Appendix B</b> .
3.4.2	To date, 12 actions have been completed, and two actions remain ongoing.
3.4.3	SDC is asked to scrutinise the remaining two actions (in white), and: <b>Actions 3.3.4 &amp; 3.3.13:</b> Note the request of a revised due date of <b>April 2023</b> . 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 <b>red</b> with two remaining actions (3.3.4 & 3.3.13) and is noted as 95% complete.
3.5	<b>Operational Risk Information</b>
3.5.1	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.
3.5.2	All 25 actions have been concluded and were previously signed off as complete by members of the Senior Management Board (SMB).
3.5.3	To complete the administrative process, SDC members are now provided with the closing statement from the Action Plan, <b>Appendix C</b> .
3.5.4	SDC is asked to note the content of the closing statement and be aware that each statement is reflective of the period when the action is completed. As such, processes and positions may have further evolved since that time.
3.6	<b>Fire Safety Enforcement Action Plan</b>
3.6.1	During the previous reporting period (September 2022), the HMFSI Audit Action Plan for Fire Safety Enforcement was signed off as complete. Work is ongoing to develop the formal closing position statement, provision of which has been impacted by capacity within the Prevention and Protection function. The report will be available by the next reporting period.
3.7	<b>Firefighting in High Rise Buildings Action Plan</b>
3.7.1	SDC is informed that the submission of the Firefighting in High Rise Buildings Position Statement and Action Plan to Strategic Leadership Team (SLT) has been delayed due to resource capacity within the Prevention & Protection function. This is now in the later stages of development and is due to be submitted to SLT in early March 2023.
<b>4</b>	<b>Recommendation</b>
4.1	The SDC is invited to: <ul style="list-style-type: none"> <li>Note the progress of all action plans as presented in the audit and inspection dashboard, attached as <b>Appendix A</b>.</li> <li>Review the Planning and Preparedness for Covid-19 Review action plan, attached as <b>Appendix B</b>, and agree the recommendations made.</li> <li>Note the content of the Operational Risk Information Closing Statement, attached as <b>Appendix C</b> and agree formal closure of the Plan.</li> </ul>
<b>5</b>	<b>Core Brief</b>
5.1	Not applicable

<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A - Audit and Inspection Dashboard	
6.2	Appendix B - Planning and Preparedness for Covid Review Action Plan	
6.3	Appendix C - Provision of Operational Risk Information Closing Statement	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Kirsty Jamieson, Planning and Performance Officer	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Planning	
<b>Presented by:</b>	Richard Whetton, Head of Governance, Strategy and Planning	
<b>Links to Strategy and Corporate Values</b>		
The review and publication of the Performance Management Framework contributes to Strategic Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification / Comments</b>
<i>Senior Management Board</i>	<i>15 February 2023</i>	<i>For recommendation (Operational Risk Info and Covid 19)</i>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For scrutiny (Operational Risk Info and Covid 19 Update)</i>

## Audit and Inspection Overview Dashboard

APPENDIX A

### Audit Scotland Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	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%	Closing report available

### 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	Dec-22	Mar-23	0	0	0	7	0	0	0	0	0	100%	Closing report in progress

### 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	Dec-22	Mar-23	0	0	0	19	0	0	0	0	1	100%	Closing report in progress
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%	Closing report available
May-19	Management of Fleet and Equipment	SDC	Mar-22		38	May-22	N/A	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	0	2	27	0	0	0	2	0	95%	
Aug-20	Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	N/A	0	0	0	25	0	0	0	0	0	100%	Closed
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: An Operational Focus	PC	Sep-23	-	18	Feb-23	May-23	0	15	0	2	0	0	0	0	0	45%	
Sep-22	Firefighting in Highrise Buildings( Action Plan to be presented to SLT in Feb 2023 )	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	Dec-22	N/A	0	0	0	11	0	0	0	0	0	100%	Closed
Feb-20	Dumfries and Galloway	N/A	Jun-21	N/A	12	Dec-22	N/A	0	4	0	7	0	1	0	0	0	100%	Closed
Jun-20	Edinburgh City	N/A	Apr-21	N/A	11	Dec-22	N/A	0	5	0	0	0	6	0	0	0	100%	Closed
May-21	Midlothian	N/A	Mar-22	Mar-23	7	Dec-22	N/A	0	0	0	7	0	0	0	0	0	100%	Closed
Dec-21	Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Dec-22	N/A	0	5	0	1	0	0	0	0	0	100%	Closed

### HMFSI Inspection Forecast

Expected	Title	Type
Mar-23	East Service Delivery Area (ESDA)	SDA
TBC	Review of contingency planning arrangements in relation to potential industrial action	Focussed
TBC	Command and Control Mobilising System (CCMS)	Focussed
on Hold	Climate Change – Impact on Operational Activity	Thematic
on Hold	Mental Health and Wellbeing	Thematic

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

Updated	Next Update
Feb-23	May-23

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
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	3rd revised due date Apr-23	In Progress	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. <b>15 February 2023: The Partnership report is in its final draft with comments waiting from key stakeholders. These returns have been delayed due to work pressures due to Industrial action. Once these comments have been received the team will review the comments, amend the report, and decide if further work is required or the information is available for the evidence gathered to date. If no further significant evidence gathering is required, the team will be able to make the required amendments promptly on receiving the final comments. This action remains red due to the slip in original timescales. A further revised due date has been proposed, moving from Dec-22 to Apr-23, to allow the comments on the amendments to the report to be received and evaluated.</b>	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	3rd revised due date Apr-23	In Progress	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. <b>15 February 2023: The Partnership report is in its final draft with comments waiting from key stakeholders. These returns have been delayed due to work pressures due to Industrial action. Once these comments have been received the team will review the comments, amend the report, and decide if further work is required or the information is available for the evidence gathered to date. If no further significant evidence gathering is required, the team will be able to make the required amendments promptly on receiving the final comments. This action remains red due to the slip in original timescales. A further revised due date has been proposed, moving from Dec-22 to Apr-23, to allow the comments on the amendments to the report to be received and evaluated.</b>	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	✓	<a href="#">Board papers 29/04/21 - See Agenda item 12</a>
	3.2.1	Directors to review internal business processes within their respective areas of responsibility and update as necessary.	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	✓	<a href="#">Agile Working Framework</a>

The SFRS should ensure a training needs analysis of all areas of training is undertaken, and that a plan is developed to ensure specialist skills like water rescue and rope rescue is in place to prevent long term risk to staff and communities.	3.2.10	Develop a training needs analysis and associated recovery plan to prioritise training impacted by the COVID-19 pandemic.	DACO Paul King		Jun-21	Complete	11 August 21: The Training Needs Analysis request was issued on 7 December 2020 and returns were received by 15 January 21. An impact analysis focussing on specialist skills, Incident Command and driver training was completed by March 2021. This analysis included recovery proposals. These were agreed with Service Delivery business partners and have been incorporated into the 'People' work packages within the Recovery, Reset and Renew programme as presented to the Senior Management Board on 22 April 2021. This action is complete.	100%	Apr-21	✓	<a href="#">- Training Needs Analysis</a> , <a href="#">- Incident Command Training Report</a> , <a href="#">- Driver Training Report</a> , <a href="#">- Specialist Rescue Training Report</a> , <a href="#">- Work Package 4.1 (Training)</a> .	
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 McCloud 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	✓	<b>Central Staffing Business Rules</b> <b>Central Staffing OTR Reports</b> <b>OAG Agenda</b> <b>RBC COVID Monitoring Spreadsheet</b>	
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	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	✓	
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	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	✓		

We are aware of a number of new innovative and creative ways of working including: Fire Safety enforcement visits being undertaken remotely; delivery of training and assessment within OC and at fire and rescue stations reducing the need for staff to travel and delays in getting staff competent; and some low and medium Community Safety activities (HFSV) are being delivered virtually. New ways of working should be thoroughly evaluated to maximise opportunities to deliver better service.	3.2.14	Evaluate the changes in approach to Prevention and Protection activities undertaken by SFRS during the COVID-19 pandemic, and take opportunities presented to improve delivery of services in this regard.	DACO Alasdair Perry	Jun-21	Complete	11 August 21: The Prevention & Protection team has continually monitored the new processes implemented during the COVID period. Using a quantitative approach, they are able to confirm that staff are using the systems and information being shared. Further in-depth evaluation will be undertaken as part of the Routemap to Delivering Reset and Renew: Partnership Working work package and will report through this work stream. This action is complete.	100%	Jun-21	✓	FSE – Remote Audit Procedure CSE – Online HFSV Checker CSE – Make the Call CSE – HFSV Questionnaire	
		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	
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	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	✓		
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 or more local alignment may maximise their usage.	3.3.11	No additional actions necessary as being progressed via the HMFSI Command and Control: Aspects of IC System Action Plan.  5.2.5 Command and Control Action Plan: Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).	Report available via HMFSI Command and Control: Aspects of IC System Update Report	Sep-21	TBC	Complete	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	✓	

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT  
PROVISION OF OPERATIONAL RISK INFORMATION**

APPENDIX C

Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.1, 2.1, 3.1	Arrange Formal meeting between Command and Control Futures (CCF), Emergency Services Mobile Communications Programme (ESMCP) and Operations Intelligence (OI) Board.
<b>Closing position statement at July 2019</b>	A formal meeting took place on 31 July 2019 with a plan to progress put in place.
Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.2, 2.2, 3.2	Fully scope out integration with Airwave network post Command and Control Mobilising System (CCMS) Project completion but prior to introduction of Emergency Services Mobile Communications Programme (ESMCP).
<b>Closing position statement at November 2022</b>	The in-Vehicle Solutions Project is well established and working in conjunction with the Emergency Services Network Connect project with regards to this action. Documentation and recommendations for a staged plan for interim and full solutions was presented to the Digital Board in December 2022. There is clear evidence that the recommendations have 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 (ESMCP). As such, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.3	Fully integrate Operational Intelligence (OI) information into Emergency Services Mobile Communications Programme (ESMCP) Mobilising System.
<b>Closing position statement at November 2022</b>	SFRS continue to pursue the Emergency Services Network (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. A staged plan for interim and longer-term solutions presented to Digital Board in December 2022. There is clear evidence that the recommendation has been given due regard and that Operational Intelligence information will be integrated into the Emergency Services Mobile Communications Programme (ESMCP) Mobilising System. This

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT  
PROVISION OF OPERATIONAL RISK INFORMATION**

	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, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 1 Recommendation 2 Recommendation 3	Implement review of the sustainability of existing Mobile Data Terminals (MDT). Develop a process that enables the tablet to be connected to the mobilising system. Ensure the new mobilising system has the capability to provide crews quick access to Site Specific Risk Information (SSRI).
Action 1.4, 2.4, 3.4	Apply for an Airwave Code of Connection.
<b>Closing position statement at November 2022</b>	The In-Vehicle Solutions Project is well established and working in conjunction with the Emergency Services Network Connect project with regards to this action. Documentation and recommendations for a staged plan for interim and full solutions was presented to the Digital Board in December 2022. 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, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 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.
Action 4.1	Integrate Vehicle Risk Information onto Tablet.
<b>Closing position statement at November 2022</b>	The GETAC tablets remain a concern and ICT are continuing to try and solve issues regarding their limited flexibility and restrictions. The Document Conversion Team within the Operations Function 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. A staged plan for interim and longer-term solutions was presented to Digital Board in December 2022. 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, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 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.
Action 4.2	Provide enhanced mapping layers based on end user consultation as part of incremental device enhancement.
<b>Closing position statement at June 2019</b>	Enhanced mapping layers added and future builds planned.
Recommendation 5	The Service should develop its Operational Intelligence System (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



**HMFSI AUDIT AND INSPECTION POSITION STATEMENT  
PROVISION OF OPERATIONAL RISK INFORMATION**

	rely on locally created spreadsheets. Development should take account of end user requirements so that the updated system delivers what is required.
Action 5.1	Publish Operational Intelligence (OI) reporting tool to make available to all end users.
<b>Closing position statement at April 2019</b>	The Operational Intelligence Performance Reporting tool received 2 April 2019.
Recommendation 5	The Service should develop its Operational Intelligence System (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.
Action 5.2	Engage on performance reporting requirements during policy review consultation.
<b>Closing position statement at April 2019</b>	Engagement commenced on 4 April 2019 regarding the performance reporting requirements with an email to the Deputy Assistant Chief Officer (DACO) Support Teams. Further engagement was planned and undertaken with Local Senior Officer (LSO) Management Teams.
Recommendation 6	Future developments of the Operational Intelligence System (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 Operational Risk Information (ORI) duties and personnel who use the Operational Risk Intelligence (ORI) at operational incidents.
Action 6.1	Carry out 4 targeted engagement sessions with end users.
<b>Closing position statement at March 2019</b>	Engagement sessions were carried out in each Service Delivery Area.
Recommendation 6	Future developments of the Operational Intelligence System (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 Operational Risk Information (ORI) duties and personnel who use the Operational Risk Intelligence (ORI) at operational incidents.
Action 6.2	Embed Operational Intelligence into Operational Assurance processes.
<b>Closing position statement at May 2019</b>	Operational Assurance processes have been developed to incorporate Operational Intelligence.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT  
PROVISION OF OPERATIONAL RISK INFORMATION**

Recommendation 6	Future developments of the Operational Intelligence System (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 Operational Risk Information (ORI) duties and personnel who use the Operational Risk Intelligence (ORI) at operational incidents.
Action 6.3	Ensure process in place to collate feedback from Incident Command courses.
<b>Closing position statement at May 2019</b>	A process was developed and implemented with Training and Employee Development to embed the use of Operational Intelligence in Incident Command courses and collate relevant feedback.
Recommendation 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.
Action 7.1	Continue to roll out Wi-Fi in line with agreed Project Plan.
<b>Closing position statement at August 2019</b>	The Project Plan to roll out Wi-Fi is complete with the exception of two stations. These were later managed as Business as Usual.
Recommendation 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.
Action 7.2	Continue ongoing development to ensure a stable and reliable auto update function.
<b>Closing position statement at November 2022</b>	The In-Vehicle Solutions project is well established and working in conjunction with the Emergency Services Network Connect project with regards to this action. Documentation and recommendations for a staged plan for interim and full solutions was presented to the Digital Board in December 2022. 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, this action is determined as closed and future work will be undertaken as 'business as usual' and will be monitored accordingly.
Recommendation 8	8. The Service should consider the capacity and remit of the Operational Intelligence Officer (OIO) team and other personnel involved in the Operational Intelligence (OI) process such as operational personnel.
Recommendation 9	9. The Operational Intelligence Officer (OIO) team should be competent to carry out their role.
Action 8.1, 9.1	Carry out a review of Operational Intelligence (OI) structure and produce options appraisal.
<b>Closing position statement at March 2020</b>	A paper was prepared and meetings were held with Human Resource Advisors in relation to job evaluations.
Recommendation 8	8. The Service should consider the capacity and remit of the Operational Intelligence Officer (OIO) team and other personnel involved in the Operational Intelligence (OI) process such as operational personnel.
Recommendation 9	9. The Operational Intelligence Officer (OIO) team should be competent to carry out their role.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT  
PROVISION OF OPERATIONAL RISK INFORMATION**

Action 8.2, 9.2	Carry out SDA impact assessment and act on findings.
<b>Closing position statement at September 2019</b>	Service Delivery Areas (SDA) impact assessments were completed in May 2019 and were considered following the outcomes of Policy Review.
Recommendation 8	8. The Service should consider the capacity and remit of the Operational Intelligence Officer (OIO) team and other personnel involved in the Operational Intelligence (OI) process such as operational personnel.
Recommendation 9	9. The Operational Intelligence Officer (OIO) team should be competent to carry out their role.
Action 8.3, 9.3	Embed and evaluate Operational Intelligence Officer (OIO) training plan.
<b>Closing position statement at September 2019</b>	The OIO training plan has been embedded and evaluated.
Recommendation 10	The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway Local Senior Officer (LSO) areas, to enhance Operational Intelligence (OI) capacity within Retained Duty System (RDS) fire stations.
Action 10.1	Collate, share and evaluate Best Practice in relation to mainstreaming Operational Intelligence (OI).
<b>Closing position statement at September 2019</b>	Operational Intelligence (OI) information shared with Senior Responsible Officer leading Retained Duty System (RDS) Project.
Recommendation 10	The Service should further develop the use of 'champions' as used within the Highland and Dumfries and Galloway Local Senior Officer (LSO) areas, to enhance Operational Intelligence (OI) capacity within Retained Duty System (RDS) fire stations.
Action 10.2	Ensure Operational Intelligence (OI) is considered within Retained Duty System (RDS) Working Group.
<b>Closing position statement at September 2019</b>	Operational Intelligence (OI) information shared with Senior Responsible Officer leading Retained Duty System (RDS) Project.
Recommendation 11	The Service should consider methods of improving the culture of utilising Operational Risk Information (ORI) at incidents and should monitor its use by adding specific questions or sections on the use of Operational Risk Information (ORI) by incident commanders to its Operational Assurance (OA) policies.
Action 11.1	Embed Operational Intelligence into Operational Assurance processes.
<b>Closing position statement at May 2019</b>	Operational Assurance processes have been developed to incorporate Operational Intelligence into the Operational Assurance process.
Recommendation 11	The Service should consider methods of improving the culture of utilising Operational Risk Information (ORI) at incidents and should monitor its use by adding specific questions or sections on the use of Operational Risk Information (ORI) by incident commanders to its Operational Assurance (OA) policies.
Action 11.2	Explore opportunities to further embed Operational Intelligence (OI) use during Incident Command Training.
<b>Closing position statement at May 2019</b>	Agreed process in place with Training and Employee Development to embed the use of Operational Intelligence into Incident Command courses and collate feedback.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT  
PROVISION OF OPERATIONAL RISK INFORMATION**

Recommendation 12	The Service should carry out a review of the premises or sites that it has Site Specific Risk Information (SSRI) for. The review should focus on the areas that have comparatively low numbers of premises on the Operational Intelligence (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.
Action 12.1	Develop Site Specific SOP template.
<b>Closing position statement at July 2019</b>	Site Specific Standard Operating Procedure (SOP) template developed and tested in exercises and for a real incident within the Grangemouth complex.
Recommendation 12	The Service should carry out a review of the premises or sites that it has Site Specific Risk Information (SSRI) for. The review should focus on the areas that have comparatively low numbers of premises on the Operational Intelligence (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.
Action 12.2	The OI team will target resources within LSO Areas requiring assistance on a risk-based approach.
<b>Closing position statement at July 2019</b>	Local Senior Officer (LSO) planning meetings have been carried out and Operational Intelligence (OI) resources have been allocated on a risk-based approach,
Recommendation 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.
Action 13.1	Continue to explore data sharing opportunities with partner agencies.
<b>Closing position statement at October 2019</b>	Partner working in place and will continue with Forestry Commission and SEPA.
Recommendation 14	The Service should formalise data sharing with neighbouring FRSs of Cumbria and Northumberland.
Action 14.1	Agree, sign off and implement Memorandum of Understanding (MOUs) to support Operational Intelligence (OI).
<b>Closing position statement at January 2019</b>	Memorandum of Understanding (MOU) complete and signed off by Assistant Chief Officer.
Recommendation 15	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
Action 15.1	Ensure Business Case process is robustly followed and evaluated.
<b>Closing position statement at January 2019</b>	Business case guidance has been produced by Finance and Contractual Services (FCS) and continues to be followed and evaluated.



Report No: C/SDC/04-23

Agenda Item: 8.3

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 FEBRUARY 2023						
Report Title:	UFAS PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide the Service Delivery Committee (SDC) with an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model.						
<b>2</b>	<b>Background</b>						
2.1	Following the completion of a significant consultation exercise the 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 initial date for implementation was 1 April 2023 however, this date is aligned with the delivery of the Command and Control Futures (CCF) project which is no longer achievable. The agreed revised date for implementation is now 1 July 2023.						
2.2	To allow the implementation of the project to be delivered in a coordinated manner an implementation work plan was designed. This has 6 workstreams which are: <ul style="list-style-type: none"> <li>• Policy Review</li> <li>• Performance Measures</li> <li>• Communication &amp; Engagement</li> <li>• Training and Awareness</li> <li>• Configure Mobilising System</li> <li>• ARC Operating Agreements</li> </ul>						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The SFRS is undertaking a 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 has been reviewed and updated to take account of the current position of the project.						

3.3	The proposed work plan required rescheduling due to date changes within the Command and Controls Future (CCF) Project. The announcement on 7 December 2022 that the CCF project was to cease, stimulated a review of the work plan and options to phase implementation of the available elements. The work plan continues to progress however, key elements can only be commenced 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 were presented for consideration, these would decouple the two projects and allow elements of the UFAS project to progress independently of the CCF project.
3.5	A phased implementation was designed considering the current limitation of the operational control mobilising system, the potential for industrial action and the pressures on staff capacity for training. Further information on the decision making and governance concerning this development can be found in the accompanying paper entitled 'AFA RESPONSE MODEL – options for IMPLEMENTATION (AMENDED)'
3.6	Introducing the call challenge element of the new response model will 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	The decision to pursue a phased implementation 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.
3.8	Work to prepare and agree Operating Principles (instead of legal agreements) with Alarm Receiving Centres in readiness of the changes have been advised by SFRS legal. These will be progressed as part of the workplan.
3.9	The Strategic Leadership Team (SLT) decision to change the implementation date to 1 July 2023 allows time to continue with the detailed activities contained within the workplan in order to meet objectives.
3.10	<b><u>Further Considerations</u></b>
3.10.1	Our preparedness for potential Industrial Action continues to add resourcing pressures in delivering against the milestones within PIWG work plan and will require support from other functions.
<b>4</b>	<b>Recommendation</b>
4.1	It is recommended that the Service Delivery Committee scrutinise the content of the work plan.
<b>5</b>	<b>Core Brief</b>
5.1	Not applicable

<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A: Preparing for Implementation Work Plan	
6.2	Further Reading: Report to Strategic leadership Team - AFA Response Model – Options for Implementation (Amended)	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	G Pryde, Area Commander	
<b>Sponsored by:</b>	I MacLeod, Deputy Assistant Chief Officer	
<b>Presented by:</b>	D Farries, T/Assistant Chief Officer, Director of Service Delivery	
<b>Links to Strategy and Corporate Values</b>		
SFRS Strategic Plan 2022-25: Objective 2: <i>“Communities are safer and more resilient as we respond effectively to changing risks”</i> Objective 4: <i>“We respond to the impacts of climate change in Scotland and reduce our carbon emissions”</i> . Objective 5: <i>“We are a progressive organisation, use our resources responsibly and provide best value for money to the public”</i> .		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>UFAS Review Project Board</i>	<i>16 January 2023</i>	<i>For approval</i>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For scrutiny</i>

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

1	End Date*	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
	Mar-23	Review and revise UFAS policy, in light of changes to AFA response model and recommendations from UFAS Stocktake Review.	Oct-21	<b>Needs Analysis</b> - Identify all issues that have triggered the review and need to revise the policy - Are aims of the policy still relevant? - Outcome of NA determines to what extent policy needs changed/amended		100%	Following an assessment of the points triggering a review of the UFAS Policy and Supporting Framework, the review sub-group conclude that extensive changes are required to future proof the services approach to AFA false alarm management. Given, the extent and scope of changes required, the sub-group recommend a phased approach to reviewing, revising and implementing changes to the policy and any supporting framework over the next 18-20 months. Agreed by working group and to be taken to project board for discussion (RD 03/11/21)
	Jan-22		<b>Research</b> - Literature review - Data Analysis - Best practice - Views of relevant staff & stakeholders e.g UFAS Champions - Develop a concept of operations		100%	Review of existing SFRS policies alongside research of policies of services already delivering a reduced response. Policy review sub-group developed a concept of operations as a framework for the development of a new SFRS policy. Concept of operations was agreed by UFAS review board in December 2021.	
	Mar-23		<b>Drafting of Policy</b> - Identify key staff and stakeholders - Use Concept of Operations to isolate sections of policy and identify relevant personnel to assist in drafting of these sections - consider piloting as draft develops				
	Apr-23		<b>Consultation</b> - Potential Engagement with Key staff & Stakeholders - SFRS Formal Consultation process (28 days)				
	Apr-23		<b>Approval</b> - Submitted to relevant SFRS Executive Group(s) for approval				
	Jun-23		<b>Implementation &amp; Communication</b> - Set Date for Implementation - Ensure effective communications prior to and following implementation				
2	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
	Mar-23	Develop and implement monitoring arrangements that are capable of measuring the impact of new AFA response model against intended benefits and perceived risks.	Feb-23	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. 08/02/23. meeting with BI/OC to establish the data is viable and consistent.
	Feb-23		Identify data sources to support agreed measures e.g. New mobilising system, Other.		90%	1/4/22 - BI confident that we will be able to support those performance measures that are additional to the benefits & risks identified during the consultation phase. Full capabilities of new mobilising system are not yet known. 08/02/23. meeting with BI/OC to establish the data is viable and consistent	
	May-23		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. 08/02/23 BI to build a suitable dashboard	
3	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
	Apr-23	Develop a communications and engagement plan focusing on "preparing for implementation"	Feb-22	In support of guiding the communication and engagement plan, review the project stakeholder mapping		100%	The original stakeholders list (all Scotland) has been reviewed and circulated to all LSO's for further review at local level. A deadline date of 11 February to review the list has been set and articulated.
	Mar-22		Develop comprehensive internal and external communications and engagement plan based on findings of above.		100%	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 new mobilising system implementation date is provided by CCF team to ensure timing of main external event is appropriate.	



		Dec-22	Produce datasets to support LSO areas manage the released capacity across their RVDS stations in response to retention concerns raised during consultation.		100%	1/4/22 - Historic AFA/UFAS activity across on-call station areas have been established. This will be provided to local LSO teams as part of internal comms plan, supported by on-call project personnel.
		Aug-23	Complete communications and engagement process by conducting a lessons learned exercise.			
		Feb-23	Complete delivery of engagement presentations to all relevant internal and external stakeholders, including an event targeted specifically at ARCs.		95%	1/10/22 - The materials required to deliver these presentations have been drafted. Delivery will commence 6 months ahead of agreed implementation date. 08/02/23 review of all material prior to use.

End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
Mar-23	Undertake a programme of training and awareness, that will prepare affected staff for any change	Jun-22	Conduct a trg needs analysis based on changes to AFA response model, revisions to UFAS Policy and feedback from staff during the consultation.		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.
		Feb-23	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 knowledge level upon which training packages and presentations will be designed. 6/9/22 - 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.
		Apr-23	Complete training programme			

End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
Mar-23	Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements	TBD	Liaise with the CCMS project team, to discuss requirements and agree scheduling for completing this piece of work.			Both milestones are dependent upon the introduction of the new mobilising system. Dates will be updated as the system becomes available and accurate timescales can be established.
		TBD	Complete configuration work and undertake testing			Both milestones are dependent upon the introduction of the new mobilising system. Dates will be updated as the system becomes available and accurate timescales can be established.

End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
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.
		May-23	Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations.		75%	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. 6/9/22 - This milestone will be reviewed after ARC-specific engagement.
		Apr-23	Deliver sector-specific engagement session(s) to educate and inform ARC procedures.		20%	1/4/22 - This will form part of overall comms & engagement plan 7/7/22 - The external engagement plan includes a session targeted at ARCs, however, ARCs will also be invited to connect into the "all sector" broadcast event planned for October. The All Sector broadcast is planned for 20th February 2023.
		Apr-23	Prepare and sign off revised agreements			

\* Implementation of the new response model is no longer reliant on the introduction of the new OC mobilising system. Dec 22 - Proposal for partial implementation of AFA response model progressing through Governance routes (SMB 16/12, SLT 07/12). APPROVED AT SLT 16/01/23.



Report No: C/SDC/05-23

Agenda Item: 10.1

<b>Report to:</b>	<b>SERVICE DELIVERY COMMITTEE</b>						
<b>Meeting Date:</b>	<b>28 FEBRUARY 2023</b>						
<b>Report Title:</b>	<b>SERVICE DELIVERY COMMITTEE RISK UPDATE</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with a risk report, as at Q3, identifying Directorate risks and controls pertinent to the business of the Board.						
<b>2</b>	<b>Background</b>						
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks.						
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.						
2.3	All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee.						
2.4	The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.						
2.5	Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review. Work is currently being undertaken to review registers as part of the Q4 update.						

<p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p>	<p>Appendix 1 provides current information held on risks, controls and changes undertaken during the last review and includes:</p> <ul style="list-style-type: none"> <li>• Appendix D – 5 closed controls</li> <li>• Appendix E – 3 closed risk</li> <li>• Appendix F – 2 rating changes</li> <li>• Appendix G – 0 new risk</li> <li>• Appendix H – 1 new control</li> </ul> <p>In relation to Appendix E – 3 risk has been closed:</p> <ul style="list-style-type: none"> <li>• <b>FCS003</b> – 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 risk relates to the maintenance of Assets and Staffing issues, it is being closed as the risk is now incorporated within risks FCS013/14 and FCS015</li> <li>• <b>FSC004</b> - There is a risk that frontline assets in operational use will not be suitably maintained due to damage, loss or ineffective asset investment. This risk relates to the maintenance of Assets, it is being closed as the risk is incorporated within risks FCS002 and FCS013</li> <li>• <b>SDD003</b> - There is a risk that planned Directorate activities and objectives may be impacted during our response to Covid-19 and the recovery phase. Closed due to no longer being seen as a risk to the Directorate.</li> </ul> <p>In relation to Appendix F – 2 ratings have changed:</p> <ul style="list-style-type: none"> <li>• <b>SPPC001</b> – 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.</li> <li>• <b>SD014</b> – There is a risk that SFRS will be unable to fulfil its statutory obligations due to potential industrial action. The probability was increased due to the uncertainty over future industrial actions.</li> </ul> <p>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.</p> <p>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.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Service Delivery Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Scrutinise the Service Delivery Committee Risk Report.</li> <li>• Identify future risk spotlights to be provided to the Board.</li> </ul>
<b>5</b>	<b>Core Brief</b>
5.1	Not applicable

<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix 1 – Service Delivery Committee Risk Report	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Tracy Shankland, Risk and Audit Officer	
<b>Sponsored by:</b>	David Johnston, Risk and Audit Manager	
<b>Presented by:</b>	Stuart Stevens, Interim Deputy Chief Officer	
<b>Links to Strategy and Corporate Values</b>		
<p>The Risk Management Framework forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:</p> <p><b>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b></p> <ul style="list-style-type: none"> <li>• Objective 5.1: Remaining open and transparent in how we make decisions</li> <li>• Objective 5.6: Managing major change projects and organisational risks effectively and efficiently</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Service Delivery Committee</i>	<i>28 February 2023</i>	<i>For Scrutiny</i>

# Service Delivery Committee Risk Report 2022-23 Q3



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 – [Nil Return]
- 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
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	20 (5 x 4)	SDC	GGB

OFFICIAL

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
6	Adequate operational assets, equipment etc.	FCS012	Supply Chain Shortages	There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction, fleet and ICT equipment because of a lack of global manufacturing capacity as a result of Covid-19. This will result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs as demand outstrips supply.	Acting Director of Asset Management	16 (4 x 4)	SDC	AMLB
4	Legal and regulatory compliance	SD013	Legal and regulatory compliance	There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire (Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.	Head of Prevention and Protection	16 (4 x 4)	SDC	SMB
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



OFFICIAL

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
4	Legal and regulatory compliance	SD014	Employment Relations	There is a risk that SFRS will be unable to fulfil its statutory 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.	Head of Service Delivery	15 (3 x 5)	SDC	SLT
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

OFFICIAL

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
1	Improve Safety and Wellbeing of Communities	SD004	Standardisation of Service Delivery	There is a risk of failing to maintain a standard suite of Policies because of the volume of Policies and the consultation timeframe. This would result in having an inconsistent approach to service response and could lead to possible operational failures resulting in a death of serious injury to staff or members of our local communities.	Head of Operations	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 (Pxl)	Target Rating (Pxl)	Committee	Executive Board
6	SD001	Command and Control Mobilising Systems	CCF Contingency Group established to identify options for interim solution and advise on delays to implementation dates.	AC MacDonald, Area Commander, Operations Control	Jan-23	Amber - 30%	Data Validation currently taking place to progress implementation of Vision 5 Disaster Recovery (DR) system, to provide resilience for DOC and EOC. It is envisaged Vision 5 DR will be configured and tested by 30th December 2022. Training for OC personnel will be scheduled for early 2023. No interim solution has been identified for JOC at this time.	20 (4 x 5)	15 (3 x 5)	SDC	AMLB
6	SD001	Command and Control Mobilising Systems	Due to nature of risk there is an ongoing review of existing systems	AC MacDonald, Area Commander, Operations Control	Mar-23	Green - 40%	Monthly meetings take place with supplier of DOC and EOC mobilising systems to discuss outstanding faults. Agreement has been reached for the supplier to seek resolutions for critical faults as a priority. To support this, updates to data or configuration within both systems will be extremely limited. The supplier has been requested to undertake a health check of both DOC and EOC systems.	20 (4 x 5)	15 (3 x 5)	SDC	AMLB

OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
6	SD003	Operational Availability Systems	PTFAS project to liaise with ICT to extend licences where required until delivery of new rostering system solution	GC Pincombe, Group Commander, Operations - National Resilience	Mar-23	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)	SDC	AMLB
6	SD003	Operational Availability Systems	As a result of the potential end of the SSS contract and move to new mobilising system, the Rappel System will be moved into Gartan. Work required to transfer PKAD area to Gartan system.	AC MacDonald, Area Commander, Operations Control	Mar-23	Green - 45%	Review of Rappel to Gartan project ongoing at present due to extended timescales for implementation of new mobilising system. Rappel issues and faults being investigated at present.	20 (4 x 5)	15 (3 x 5)	SDC	AMLB
8	SPPC001	Service Performance Management	Implement the recommendations of the business Intelligence Review.	Head of Corporate Governance	Mar-23	Green - 75%	Delivery of objectives contained within the Governance, Strategy and Performance Workplan	20 (5 x 4)	8 (2 x 4)	SDC	GGB
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 Brexit and the War in Ukraine.	16 (4 x 4)	8 (4 x 2)	SDC	AMLB

OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
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)	SDC	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)	SDC	SMB
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)	SDC	SMB

OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
4	SD014	Employment Relations	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.	15 (3 x 5)	4 (1 x 4)	SDC	SLT
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)	SDC	ECMB

OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
1	SD004	Standardisation of Service Delivery	Delivery of Document Conversion Project (new action)	AC Duffy/GC Cassidy	Mar-23	Green - 65%	<p>The Document Conversion Project (DCP) remains on schedule. The DCP 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. This may be further impacted by the current Industrial Action workstream in terms of individuals being re-directed.</p> <p>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. DCP Phase 1 launch due end of March 2023 as part of SFRS's overarching iHub/SharePoint redesign programme which is being managed by the Information Governance Manager. It is likely that the DCP will launch on SharePoint, however, SFRS currently have an external developer looking at this.</p>	9 (3 x 3)	6 (2 x 3)	SDC	SMB

# Directorate Closed Control Summary

# Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Develop specific project management roles within the Capital Programme	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.	Control closed now covered by new risk FSC013/14 and FSC015 please see associated controls	Head of Asset Management	SDC	AMLB
Review the structure of the Asset Management Department to remove single points of failure and create capacity for succession planning	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.	Control closed now covered by new risk FSC013/14 and FSC015 please see associated controls	Acting Director - Asset Management	SDC	AMLB



OFFICIAL

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Reporting of information to Security Group and further direction required	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.	Control closed now covered under FSC002 and new risk FSC013 please see associated controls	Head of Asset Management	SDC	AMLB
Establish Data Governance Related Board	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.	Action now complete and to be taken forward as BAU	Head of Governance	SDC	GGB
Supporting the organisational response to Recovery, Reset & Renew from 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.	All areas of the Directorate are able to operate under new Agile Policy and deliver against required outcomes.	Head of Service Development	SDC	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
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.	6	Adequate operational assets, equipment etc.	This risk relates to the maintenance of Assets and Staffing issues, it is being closed as the risk is now incorporated within risks FCS013/14 and FCS015	Acting Director of Asset Management	SDC	AMLB
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.	6	Adequate operational assets, equipment etc.	This risk relates to the maintenance of Assets, it is being closed as the risk is incorporated within risks FCS002 and FCS013	Acting Director of Asset Management	SDC	AMLB
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.	9	Protect Staff Covid-19	Close due to no longer being seen as a risk to the Directorate	Director of Service Development	SDC	SMB

# Directorate Risk Rating Change Summary

## Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
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.	20 (5 x 4)	16 (4 x 4)	SDC	GGB

OFFICIAL

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
SD014	Legal and regulatory compliance	Employment Relations	<p>There is a risk that SFRS will be unable to fulfil its statutory 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.</p>	Head of Service Delivery	Probability Increased; The change reflects discussions held within SLT regarding uncertainty over future industrial actions	15 (3 x 5)	10 (2 x 5)	SDC	SLT

# New Directorate Risks

# Appendix 1g

Nil Return

# New Directorate Controls Summary

# Appendix 1h

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
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.	Implement data quality and Governance improvement plan	Head of Governance, Strategy and Performance	Nov-23	Green - 0%	Data Governance Group working on improvement actions	SDC	GGB



# HM Fire Service Inspectorate

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

**Date:** 28 February 2023

**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

As the Committee are aware, the first inspection of this type is being carried out across the East Service Delivery Area. Inspection visits have already taken place in Stirling, Clackmannanshire, Fife and Midlothian, East Lothian and Scottish Borders, and the City of Edinburgh. The last of the fieldwork in Falkirk and West Lothian, is nearly complete with any remaining visits likely to conclude by the end of February. The publication of the final report is expected at the end of the financial year.

### 3.2 Focussed Inspections

HMFSI has been requested to carry out two additional inspections, in relation to potential Industrial Action and the Command and Control Mobilising System. As a result, the ongoing thematic inspections, Climate Change Impact on Operational Activity and Mental Health and Wellbeing Arrangements, will be paused. I remain committed to completing these inspections and will resume the associated fieldwork as soon as it is reasonably practicable.

## **Contingency planning arrangements in the event of potential industrial action**

This inspection will focus on business resilience and maintenance of service during Industrial Action by Operational Firefighters and/or Operations Control Firefighters. We will consider Industrial Action including, withdrawal of labour for portions of the working day or for more prolonged periods.

### **Command and Control Mobilising System (CCMS)**

Unlike most of our inspections, this piece of work may not result in a standalone inspection report. Instead, it will likely form part of a wider review that will consider issues of finance, procurement, and legal compliance.

The specific areas that HMFSI will focus on during its inspection are detailed below: -

- We will consider the original operational need that led the SFRS to believe that a new mobilising platform was required;
- We will review the options considered when determining the specification of such a system;
- We will consider the suitability of systems currently in place for mobilising fire service resources across Scotland;
- We will consider the resilience of existing systems and the suitability of contingency arrangements in the event of systems failure;
- We will consider the SFRS plans and associated timescales in relation to the procurement of a new mobilising system given the decision to terminate this contract; and
- We will provide assurance, or raise relevant concerns if identified, with regard to the suitability of any such plans in a bid to provide an independent assessment of the current arrangements and their suitability for the mobilising of fire service assets across Scotland.

### **3.3 Thematic Inspection work**

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

As the Committee are 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.

Shortly after our last update, the Chief Inspector decided to pause some ongoing inspection work because of emerging priorities which have required a refocus of some of the team for additional pieces of work. The Climate Change Thematic Inspection is one of the inspections paused.

This is a temporary arrangement, and we shall recommence the Climate Change Inspection as soon as possible.

The findings of the inspection work to date have been recorded and filed to allow this inspection to pick up smoothly from where it was left.



## **Mental Health and Wellbeing Provision – Currently on Hold**

As highlighted in the Chief Inspector's Plan 2022-25, Mental Health and Wellbeing within the SFRS was highlighted 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.

### **3.4 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 has now concluded.

**HM Chief Inspector Robert Scott QFSM**

**Date: 13 February 2023**

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 12.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<b>30 MAY 2023</b>	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>OC Systems Resilience (DF)</li> <li>Operational Learning                             <ul style="list-style-type: none"> <li>- Annual Clinical Governance Update Report</li> <li>- Manchester Arena Inquiry</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports</li> <li>UFAS</li> <li>Climate Change                             <ul style="list-style-type: none"> <li>• TBC</li> </ul> </li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks:                             <ul style="list-style-type: none"> <li>• TBC</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>HFSV Update</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>Value Added Statement</li> </ul>
<b>24 AUGUST 2023</b>	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>OC Systems Resilience (DF)</li> <li>Operational Learning                             <ul style="list-style-type: none"> <li>- TBC</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports</li> <li>UFAS</li> <li>Climate Change                             <ul style="list-style-type: none"> <li>• TBC</li> </ul> </li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks:                             <ul style="list-style-type: none"> <li>• TBC</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>SFRS Complaints Annual Report 2022/23</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>

## SERVICE DELIVERY COMMITTEE – FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<b>28 NOVEMBER 2023</b>	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>OC Systems Resilience (DF)</li> <li>Operational Learning - TBC</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports</li> <li>UFAS</li> <li>Climate Change <ul style="list-style-type: none"> <li>TBC</li> </ul> </li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks: <ul style="list-style-type: none"> <li>TBC</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>
<b>27 FEBRUARY 2024</b>	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>OC Systems Resilience (DF)</li> <li>Operational Learning - TBC</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report, Action Plan Updates &amp; Closing Reports</li> <li>UFAS</li> <li>Climate Change <ul style="list-style-type: none"> <li>TBC</li> </ul> </li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Spotlight Risks: <ul style="list-style-type: none"> <li>TBC</li> </ul> </li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><b><u>Standing/Regular Reports</u></b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>