



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 30 MAY 2023 @ 1000 HRS

**EXECUTIVE MEETING ROOM, MCDONALD ROAD FIRE STATION,
93 MCDONALD ROAD, EDINBURGH EH7 4NS / 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: 28 FEBRUARY 2023 (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 Q4 2022-23 (attached) *D Farries*
 - 8.2 Independent Audit/Inspection Action Plan Update (attached) *R Whetton/
D Dourley*
 - Firefighting in High Rise Buildings
 - 8.3 UFAS Preparing for Implementation Work Group – Work Plan Update (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 FUTURE OF HOME FIRE SAFETY VISITS UPDATE** *(attached)* *D Farries/
I MacLeod*
The report is for information only.
- 10 ANNUAL REPORT OF THE CLINICAL GOVERNANCE TECHNICAL WORKING GROUP** *(attached)* *A Watt*
The Committee is asked to scrutinise the attached report.
- 11 COMMITTEE ASSURANCE STATEMENT** *(attached)* *N Barr*
The Committee is asked to approve the attached report.
- 12 SERVICE DELIVERY RISK REGISTER**
12.1 Committee Aligned Directorate Risks *(attached)* *S Stevens*
The Committee is asked to scrutinise the attached report.
- 13 REPORTS FOR INFORMATION ONLY:**
13.1 Update from HM Fire Service Inspectorate *(attached)* *HMFSI*
These reports are for information only.
- 14 FORWARD PLANNING**
14.1 Committee Forward Plan *(attached)* *N Barr*
14.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings *(verbal)* *N Barr*
- 15 REVIEW OF ACTIONS** *Board Support*
- 16 DATE OF NEXT MEETING**
Thursday 24 August 2023 at 1000 hrs

PRIVATE SESSION

- 17 MINUTES OF PREVIOUS PRIVATE MEETING: 28 FEBRUARY 2023** *(attached)* *N Barr*
The Committee is asked to approve the private minutes of this meeting.
- 18 OPERATIONAL RESPONSE TIME** *(attached)* *D Farries*
The report is for information only.

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

- 19 **OPERATIONAL LEARNING: MANCHESTER ARENA INQUIRY** (*verbal*) *A Watt/
D Farries*
The Committee is asked to note the verbal report.
- 20 **OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE** (*attached*) *D Farries*
The report is for information only.

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 28 FEBRUARY 2023 @ 1000 HRS

ICT MEETING ROOM, 5 THORNHILL, JOHNSTONE, PA5 8JH / 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)	Interim Deputy Chief Officer
David Farries (DF)	T/Assistant Chief Officer, Director of Service Delivery
Andy Watt (AW)	Assistant Chief Officer, Director of Training, Safety and Assurance
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager
David Dourley (DD)	Area Commander, Prevention and Protection (Item 8.2 only)
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Gillian Downey Corporate Admin

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 Those participating vis MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.
- 1.3 On behalf of the Committee, the Chair offered his thoughts and condolences to FF Barry Martin's family, friends and colleagues.

2 APOLOGIES

- 2.1 No formal apologies were received.

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

3.1 The Committee agreed that the *Operations Control System Resilience and Risk Spotlight Update on Industrial Action* would be taken in private due to 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: 29 NOVEMBER 2022

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

5.2 Matters Arising

5.2.1 With regard to the Safe and Well Evaluation Report, it was agreed that the Forward Plan would be updated to include a future report on Safe and Well (operational impact) following presentation at the Change Committee. (Recorded under Forward Plan Item 11).

5.3 **The minutes of the meeting held on 29 November 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 29 November 2022 to 28 February 2023, albeit some actions may precede and extend beyond these dates. SS reminded the Committee of the challenges within the Service due to, but not limited to, the concurrency of major events and planning for potential industrial action. The following key points were highlighted:

- Operational activities including the ongoing investigation of the New County Hotel, Perth incident, termination of the Command and Control Futures contract and the deployment of 4 colleagues for the International Search And Rescue response to the earthquake in Turkey.
- The Vehicle Solutions Update noted the provision and roll out of additional tablets and the support (funding) from Home Office and Scottish Government. New tablets would enable all frontline appliances into mobile hotspots. Proposals to provide a demonstration of the equipment, including summary report, at the next Committee meeting.
- Ongoing planning for potential industrial action and training of military personnel.
- Cameron House Fatal Accident Inquiry (FAI) had concluded with 6 recommendations being made. One recommendation was specific to the Service and had already been addressed. The Service was also represented on the Scottish Government Working Group reviewing the other recommendations and wider implications.
- The action plan relating to HMFSI's report on Arrangements for Firefighting in High Rise Buildings had been delayed but was now scheduled for a Strategic Leadership Team meeting. Assurances were provided that any actions were being dealt with, without delay.
- Increased incidents relating to lithium ion batteries and noted the different methodology of operational response.
- Largest uplift in breathing apparatus wearers in the Western Isles evidenced the benefits of delivering training locally.

- Operational assurance processes including debriefs on Operation Unicorn and London Bridge and New County Hotel, Perth incident.
- Firefighter Foundation Programme commenced in January 2023 with a further programme commencing in May 2023.

7.2 In regard to Cameron House FAI, DF informed the Committee of the details of the specific recommendation and the actions taken to address same.

7.3 In regard to a recent appointment within the Fire Engineering function, DF to provide further details on the successful candidate. Information to be circulated via email (informal action).

7.4 Brief update on Personal Emergency Evacuation Plans (PEEPs) to be included within the next report under the Grenfell section (informal action).

7.5 The Committee noted and welcomed the progress being made regarding the GETAC tablets and the use of drone equipment.

7.6 Glasgow School of Art final report to be recirculated to the Committee (informal action).

7.7 **The Committee scrutinised the report.**

(C Fitzpatrick joined the meeting at 1030 hrs.)

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q3 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 3 and highlighted the following key areas:

- Revised format of report to be more efficient and include statistical process/run charts.
- Seven indicators were off target (red) and one slightly off target (amber).
- High number of false alarms and Special Service incidents.
- Overall number of fires attended were low across all 3 Service Delivery Areas, however, non-domestic building fires remain off target.
- Non-domestic building fires run chart shows a decrease for the 2nd consecutive quarter.
- Unwanted fire alarm signal run chart shows an increase for the 2nd consecutive quarter.
- Home Fire Safety Visits (HFSV) remain off target with run chart for pre and post pandemic activity.
- Fire fatalities remain consistent and fire casualties continue to decrease.
- Conclusion of Fire Investigations has resulted in a reduction of 2 fire fatalities, which would be reflected in the Q4 period.
- Deliberate primary fires and refuse/vehicle fires remain consistent.
- Road traffic collision incidents attended have increased to pre-pandemic levels.
- Analysis of the Department of Transport "Reported Road Casualties" report for 2021 and IRS shows the proportion of SFRS attendance at RTC's resulting in fatalities and/or casualties.
- Accidental dwelling fires low and medium severity remain under the baseline with a slight increase in high severity incidents.
- Increase in call handling and response times. Future proposal to consider reporting on addressable and non-addressable locations.
- Wholtime and Retained Duty System (RDS) availability.

(A Foster joined the meeting at 1040 hrs)

8.1.2 The Committee noted and welcomed the inclusion of run charts.

- 8.1.3 In regard to RDS availability, DF commented on the significant work being undertaken in this area. DF explained the complexity of reporting RDS availability and that work was ongoing with the Data Management team to accurately capture and better reflect the actual situation. Consideration to be given to add a health warning note to any statistics that cannot be assured as accurate. Brief discussion on the indicator measures, outcomes including perception of risk, potential misinterpretation of statistics and the on-call provision and changes within local communities. Consideration to be given to include narrative detailing the positive ongoing initiatives that produce outcomes not currently reflected within the statistics.
- 8.1.4 Following a brief discussion regarding response times, it was agreed that a brief stocktake report be prepared for the next meeting to provide an overview of factors relating to response time performance, including reference to the impact of proposed UFAS call challenging.
- ACTION: DF**
- 8.1.5 Committee workshop to be arranged to discuss KPIs, data quality and culture.
- ACTION: BST**
- 8.1.6 In regard to HFSV, DF noted that the number of visits had not returned to pre-covid levels and that the Service were currently trying to identify the reasons behind this. An update to be provided in the report being prepared for the next meeting.
- 8.1.7 In regard to fire safety audits, CF provided an explanation of the description attached for this indicator and the discussions ongoing to review/update as necessary.
- 8.1.8 In regard to RTC casualties, DF reiterated the difference in RTC reporting and that indicators only reflected the incidents attended by the Service, and was not a measure of road risk within Scotland.
- 8.1.9 In regard to effecting entry/exit incidents, the Committee commented on the different activity levels between Local Senior Officer areas. CF indicated that this could be attributable to urban/rural locations and would provide some background on the identified differences within the next report.
- 8.1.10 The Committee commented on the summaries provided within the covering paper and appendix and suggested that consideration be given in future reports to allow for a direct comparator ie previous quarter, same period previous year.
- 8.1.11 In regard to fire casualty data quality, the Committee enquired whether these statistics could be retrospectively corrected or whether there would be a significant data gap. CF advised the Committee of the process undertaken to quality assure data between the primary source and IRS (2nd system). CF outlined the ongoing work, discussions to raise awareness and training to try to ensure the accurate capturing of the data. CF acknowledged that data quality was a concern and outlined the different approaches being explored/introduced to improve processes/data quality. The Committee were reminded that the Service were aware of the risk and this was being addressed, however, due to the complexity involved this would take time to resolve.
- 8.1.12 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1134 hrs.

The meeting broke at 1134 hrs and reconvened at 1140 hrs)

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 Planning and Preparedness for Covid-19 Update Action Plan

Total of 15 actions with 2 live actions outstanding with revised due date to allow for necessary amendments and governance processes. Overall RAG rating was red and was noted as 95% complete.

8.2.3 The Committee challenged and supported the potential closure of the remaining outstanding actions.

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

8.2.5 Provision of Operational Risk Information Action Plan

Total of 25 actions, all of which have been concluded and the closing statement was presented.

8.2.6 **The Committee noted and welcomed the presentation of the closing statement.**

8.2.7 Fire Safety and Enforcement Action Plan

Total of 20 actions, all of which have been concluded. Closing statement would be submitted for the next reporting period.

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

8.2.9 Firefighting in High Rise Buildings Action Plan

This has been delayed due to resource capacity within the Prevention & Protection function. Action Plan developed and due to be submitted to Strategic Leadership Team on 8 March 2023.

8.2.10 **The Committee noted the update.**

8.2.11 **The Committee scrutinised the report.**

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

8.3.1 DF presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Unwanted Fire Alarm Signals (UFAS) response model. The following key points were highlighted:

- New phased implementation and delivery model approved by Strategic Leadership Team.
- Introduction of the call challenging element.
- Revised implementation date of 1 July 2023 to allow additional time for the revision and delivery of the Communication and Engagement Plan.
- Continuing work to prepare and agree operating principles with Alarm Receiving Centres (ARC).

8.3.2 The Committee noted and welcomed the revised implementation date of 1 July 2023 to allow additional time for both internal and external engagement.

8.3.3 With regard to the revised implementation date, DF informed the Committee that the Service would move forward on this date, operating principles would be in place and ARCs would have been communicated with. SS advised the Committee that stakeholder events had been held and, to date, there had been no push back from ARCs.

8.3.4 **The Committee scrutinised the report and supported the progress being made.**

9 SERVICE DELIVERY RISK REGISTER

9.1 Committee Aligned Directorate Risks

9.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls pertinent to the business of the Committee. The following key points were highlighted:

- Closure of 3 No. risks (FCS003, FCS004 and SDD003)
- Increased risk rating on 2 No. risks (SPPC001 and SD014).

9.1.2 In regard to Risk SD003 (Adequate operational assets, equipment, etc), the Committee queried whether this was now considered an issue. DF reminded the Committee that the Service had never failed to mobilise, albeit the risk rating was high and the systems were at end of life. DF noted that the risk rating of SD003 and SD001 were currently under review.

9.1.3 The Committee asked whether there was a risk relating to the potential inability to procure a new mobilising system. SS noted that there was a risk, however this was currently aligned to the Change Committee.

9.1.4 **The Committee scrutinised the report.**

10 UPDATE FROM HM FIRE SERVICE INSPECTORATE

10.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:

- Service Delivery Area Inspection report currently being finalised and the publication date would be confirmed in due course.
- Planned thematic inspections on Climate Change Impact on Operational Activity and Mental Health and Wellbeing paused due to 2 additional focussed inspections requested by the Minister of Community Safety.
- Focussed inspection on Contingency Planning Arrangements in event of potential industrial action and Command and Control Mobilising System (CCMS) have concluded and reports/recommendations will be shared in due course.
- Future thematic inspection relating to Organisational Culture (equality/diversity and cultural issues) to be scheduled. Initial meeting with Chief Officer and Chair of the Board has been arranged to discuss this issue.

10.2 The Committee noted and commended the HMFSI's agile and dynamic approach to inspections in a challenging environment and also the future inspection on cultural issues.

10.3 In regard to the CCMS report, RS advised the Committee that the inspection focused on the rationale for the procurement of a new system and the implications for the future ie resilience, contingency arrangements and procurement.

10.4 **The Committee noted the report.**

11 FORWARD PLANNING

11.1 Committee Forward Plan

11.1.1 The Committee noted the forward plan and added the following items:

- Demonstration of In Vehicle Solution Equipment
- Safe and Well Evaluation Report (Date TBC)

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

11.2.1 The following items would be taken to a future IGF meeting:

- Data Quality (IGF)

12 REVIEW OF ACTIONS

12.1 KM confirmed that there were 2 formal actions recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Tuesday 30 May 2023.

13.2 There being no further matters to discuss, the public meeting closed at 1220 hours.

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 29 NOVEMBER 2022

14.1 Subject to one amendment, the minutes of the private meeting held on 29 November 2022 were approved as a true record of the meeting.

15 EXISTING COMMAND AND CONTROL MOBILISING SYSTEM (CCMS) RESILIENCE

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

16 RISK SPOTLIGHT – UPDATE ON INDUSTRIAL ACTION

16.1 The Committee noted the briefing note and the discussions at the recent Strategy Day (23 February 2023).

SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG



Background and Purpose

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

The status of actions are categorised as follows:

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

Actions/recommendations

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

The Committee is therefore asked to approve the removal of the 2 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
Service Delivery Meeting Date: 28 February 2023						
8.1.4	Quarterly Performance Report for Q3 2022-23: Provide a brief stocktake paper to SDC with an overview of factors relating to response time performance, including reference to the impact of proposed UFAS call challenging.	DF	May 2023		May 2023	Complete (30/05/2023): Update paper on the May SDC Meeting agenda and a full verbal from DACO MacKay will be provided at the meeting
8.1.5	Quarterly Performance Report for Q3 2022-23: Arrange SDC workshop to consider KPIs, data quality and culture.	BST	May 2023		March 2023	Complete (30/05/2023): Workshop scheduled for 5 June 2023.



Report No: C/SDC/09-23

Agenda Item: 7

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	30 MAY 2023						
Report Title:	SERVICE DELIVERY UPDATE REPORT						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.						
2	Background						
2.1	The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.						
2.2	To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the committee. This highlights key issues from an SFRS service delivery perspective.						
2.3	For the purposes of the committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.						
3	Main Report/Detail						
3.1	Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the committee, some issues are longer-term and will span beyond the immediate timescale being reported upon.						
3.2	This report covers the period from 28 February to 12 May 2023, albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.						
4	Recommendation						
4.1	SDC is invited to scrutinise the detail provided in Appendix A of this report.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.						

5.2 5.2.1	Financial Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	Environmental & Sustainability Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	Workforce Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	Health & Safety Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	Health & Wellbeing Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	Training Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	Timing This report covers the period from 5 February to 13 May 2022 and, where appropriate, the period prior to and following this.
5.9 5.9.1	Performance A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10 5.10.1	Communications & Engagement Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11 5.11.1	Legal Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.14 5.14.1	Service Delivery This report provides an update to SDC on service delivery related matters.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Stuart Stevens, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Due to the breadth and depth of activity being undertake across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. Concerns remain around capacity and backlog caused by the pandemic and recent other concurrent demands, including industrial action. Primary concerns are around training backlog and workforce profile challenges.
8	Appendices/Further Reading	
8.1	Appendix A – Service Delivery Update.	
Prepared by:	Service Delivery, and Training, Safety and Assurance Directorates	
Sponsored by:	Stuart Stevens: Deputy Chief Officer	
Presented by:	Stuart Stevens: Deputy Chief Officer	
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Scrutiny</i>

SERVICE DELIVERY DIRECTORATE	
<u>Operations</u>	
<u>Item</u>	<u>Commentary</u>
<u>Operational Strategy</u>	<p>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>Key areas of focus/innovation and progress in the reporting period include:</p> <ul style="list-style-type: none"> - Conclusion of all work associated with foam stock/reserves, replacement strategy including upgrade and regulatory compliance; - Continued progression and implementation of the SFRS High Reach Appliance Strategy; and - A review and development workshop to identify areas of the strategy to be implemented in 2023/24.
<u>Central Staffing Function</u>	<p>The Central Staffing team continue to manage a challenging and dynamic workload given the current gap in the target operating model and other pressures such as the recovery phase arising post-industrial action planning.</p> <p>The team also works to horizon scan future and imminent challenges arising from any potential changes or developments in the operating model.</p>
<u>Other work of note</u>	<ul style="list-style-type: none"> - Comprehensive review of Operations Priorities and focus for delivery 2023/24 - Implementation of Smoke Hoods, Evacuation and BA Boards in support of Grenfell Enquiry Outcomes - Review of Manchester Arena Enquiry Vol 2 actions as relevant to SFRS - Roll out of Thermal Image Cameras and Fireground Radios update - Maintenance and management of Existing Systems Group (Operations Control)
<u>Prevention and Protection</u>	
<u>Item</u>	<u>Commentary</u>
<u>Jenners</u>	<p>Fire Safety Enforcement have no investigative role at the current time, FI having concluded physical investigation. Prevention and Protection continue to work with</p>

<p><u>New County Hotel</u></p>	<p>stakeholders and partners to progress other aspects of the investigation where required and appropriate.</p> <p>The New County Hotel (NCH) investigations remain in progress. Reports for both FI and FSE are being prepared, however timescales are likely to be protracted due to the multi-agency aspects and the sharing of evidence such as CCTV.</p> <p>Further actions as a result of the fire have been progressed through the NCH Working Group. Immediate actions included, undertaking Operational Assurance Visits (OAVs) in similar premises, prioritising revisits for premises with action plans outstanding and ensuring that Protection Officers apply the FSE Audit Procedure and Guidance consistently. Of the 35 actions, 28 remain in progress. The Group provides monthly updates to the P&P FMT as a standing agenda item.</p>
<p><u>Cameron House Hotel</u></p>	<p>The Fatal Accident Inquiry Determination was published in January 2023. P&P convened a small working group that have fully addressed the FAI recommendations aligned to SFRS, principally associated with letter timescales and handover process.</p> <p>SFRS Legal Services have written to the Crown Office Procurator Fiscal Service with the SFRS formal response to the FAI determination and recommendations, with details of actions taken.</p>
<p><u>Glasgow School of Art</u></p>	<p>The final report recommendations are being actioned through a multi-agency approach, although, due to other priority work, progress remains slow. 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. Further meetings to ensure this work progresses are now planned for 23/24</p>
<p><u>Grenfell</u></p>	<p>The SFRS have taken cognisance of each recommendation applicable from the Grenfell Tower Inquiry (GTI) Phase 1 Report, with significant improvement across SFRS detailed within the SFRS report.</p> <p>Phase Two of the GTI concluded with SFRS and partners identifying draft recommendations as it progressed (to pre-empt any requirements). The High-Rise Continuous Improvement Group (HRCIG) continues to work cross functionally to address potential issues contained in the GTI Phase 2 report (scheduled for publication in Autumn 2023).</p> <p>Planning arrangements are underway to deliver a high-rise exercise to test a Personal Emergency Evacuation Plan</p>

<p><u>HMFSI –Report – Arrangements for Firefighting in High Rise Premises</u></p> <p><u>FSE</u></p> <p><u>Prevention &Protection Enforcement Database (PPED)</u></p> <p><u>Short Term Let</u></p>	<p>(PEEPS) type process in a domestic setting. Stirling-Clacks-Fife LSO area are developing the exercise to be delivered during 2023 at Broomhall Flats, Dunfermline. The date has been delayed due to other priority work within the LSO area.</p> <p>The service received the published report in October 2022. There are eight listed recommendations contained within the report. P&P have transferred these recommendations to an Action Log and will progress these via the HRCIG. Strategic Planning are supporting the SFRS response.</p> <p>FSE Auditing Officers are now known to be subject to Abatement. The SFRS Abatement Policy will be published in October 2024. From that point on any former uniformed staff employed after 2018 will be subject to that policy. There are nine Auditing Officers subject to Abatement, their intent at this time remains 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 proposal and review of FSE resources are currently being developed.</p> <p>A number of reports to the Crown Office & Procurator Fiscals Office (COPFS) regarding potential prosecutions are being prepared.</p> <p>Work to embed elements of the NFCC Competency Framework is underway. Module delivery for Protection Officers is continuing. Two potential Required Prior Learning (RPL) trials have concluded. RPL procurement processes are underway.</p> <p>PPED replacement project is progressing through a Subject Matter Expert Group. Four systems have been demonstrated to the Service. An analysis of market strength versus system vision has been undertaken and presented to the working group for recommendation on pathway to replacement. A further review of PPED options are now being considered with an in-house option reintroduced. Further meetings of the working group will determine the route map for PPED replacement going forward.</p> <p>Legislation is now in place and SFRS have introduced a self-assessment approach to manage licensing applications. There are some Local Authorities reluctant to utilise this approach. SFRS Legal Services are considering the options in response to this.</p>
---	---

<p><u>Home Fire Safety Visits (HFSV)</u></p>	<p>Work is underway to 'blueprint' the future of HFSV in SFRS. Current system is supported by CSET (Community Safety Engagement Toolkit) which is no longer fit for purpose and nearing end of serviceable life. The work to develop a new technological solution is ongoing (as part of original 'safe and well' project products) and will be required regardless of next developments of HFSV concept. The existing process for HFSV does not meet aspirations for integrated partner-focussed prevention of fire in the home. An evolution of current processes to identify risks in the home directly related to fire, and refer to relevant partners – using technological processes – will enhance compliance with data legislation and further embed the SFRS as a key partner.</p>
<p><u>Fire Investigation</u></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 12-month evaluation is scheduled for June 2023 and will be shared with the FBU. A small number of issues remain, however Fire Investigation continue to meet the operational demand across Scotland.</p> <p>A proposal to move Fire Investigation East from Livingston to Newbridge has been approved with a relocation plan now being created.</p> <p>The Fire Engineering (FE) function continues to manage all statutory consultations from Local Building Control Officers. Degree and diploma procurement is underway for 23/24 and will complement development pathway work aligned to the NFCC Competency framework. The Station Commander is prioritising the development of the FE team and ensuring that communications between all P&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>Procurement for diploma and degree courses as part of the FE succession planning is underway and nearing completion.</p>
<p><u>Water Safety</u></p>	<p>Water Safety Project has been extended into Year 2 with staffing of 1 Station Commander. Work has continued on the final elements of the Drowning and Incident Review (DIR) which was launched on 2nd May 2023.</p>

<p><u>Safeguarding</u></p>	<p>Museum Manager Kelly McMeekin will be presenting at the Scottish Museum’s Conference in May. The presentation will focus on the redevelopment of the museum and working alongside a cohort of volunteers who have lived experience of the museum subject matter.</p> <p>Policy and Procedure Safeguarding Policy and Procedure for the Protection of Adults was reviewed in 2022; now updated and published Q4 22/23</p> <p>AP1 Adult Support and Protection Referral Form was updated in conjunction key partners – updated and published Q4 22/23</p> <p>Adult and Child Protection Training Four modules were created by CSE personnel for Adult and Child Protection training for all personnel (Ff to WC): uploaded to TFOC Q3 22/23. Added to LCMS as standalone modules Q4 22/23</p> <p>CSE have created a training package - ‘Enhanced Safeguarding’. Staff and Volunteers who are engaging on a regular basis with children, young people and vulnerable adults on behalf of SFRS are invited to undertake this training which will enhance their knowledge and understanding of the basic e-learning Adult and Child Safeguarding. There are also smaller sections on hoarding and the issues, complexities that may arise when dealing with hoarding, domestic abuse and Human Trafficking and Exploitation, indicators to look out for and what you should do. This training is being delivered to wholtime trainees, CATs, Mental Wellbeing Champions and will be rolled to Youth Volunteer instructors later on this year.</p> <p>Hoarding SFRS Guide To Hoarding Behaviour And Excessive Clutter was created and published in conjunction with Lifepod (hoarding charity).</p> <p>Domestic Abuse SFRS Domestic Abuse Guidance Note has been published in conjunction with key partners.</p> <p>An LCMS module is in the final stages of being created and will be rolled out shortly.</p> <p>There is also a standalone module created by CSE personnel which will cover our processes when DA is suspected and both modules will be available in one package on LCMS.</p> <p>Human Trafficking and Exploitation SFRS personnel may come into contact with people who are being trafficked or exploited.</p>
-----------------------------------	--

The relevant legislation in Scotland is the Human Trafficking and Exploitation (Scotland) Act 2015. Section 38 of the Act places a duty on specified public bodies to notify the Police. SFRS were one of the bodies named so in the future it is highly likely we will have a duty to notify. The implementation of Section 38 has been delayed due to Covid 19.

[Human Trafficking And Exploitation Guidance](#) was created by members of the CSE function in conjunction with the National Human Trafficking Unit in Police Scotland and has been published to support SFRS personnel to recognise signs and what they should do.

Older People

CSE have recently produced the following documents to support our work with older people:

- Dementia Guidance Note [DementiaGuidanceNoteV2.0 \(firescotland.gov.uk\)](#)
- Telecare and SFRS Joint document "A Partnership Approach to Fire Safety Good Practice" Guide – Improving the safety, experience and outcomes for people in receipt of telecare services in Scotland

Falls: The Safer Homes Team also have representation on the 5 Nations Falls Working Group and the Cross-Party Group on Older People Age and Ageing

Refugees and Asylum Seekers

Although Asylum is reserved to the UK Government and handled by the Home Office, Scotland has responsibility for devolved matters, including access to essential services, like healthcare and education that enable integration of Asylum Seekers and Refugees in Scottish Communities. Many of the Asylum Seekers and Refugees have been given temporary accommodation (hotels) by the Mears Group or Scottish Government. Until such time that suitable accommodation is available.

Some unsafe practices and behaviours have been highlighted in some of the hotels so information to support local CATs engaging with Asylum Seekers and Refugees who are temporarily accommodated in hotels, serviced apartments and vessels was developed. This includes a guidance note and presentation on what Fire Safety advice should be delivered.

Mears Housing have requested support for a number of priority addresses highlighting behavioural concerns with some residents. CSE have developed guidance (working with FSE colleagues) to support relevant LSO Areas.

[Community Safety Engagement Shared Site - Refugee and Asylum Seekers - All Documents \(sharepoint.com\)](#)

<p><u>UFAS</u></p>	<p>Community Safety Engagement Shared Site Supporting Refugees Asylum Seekers FS Advice V1.0.pdf - All Documents (sharepoint.com)</p> <p>UFAS Implementation Group meeting weekly to cover key areas of workstreams, with a broad representation across various departments.</p> <p>A training package has been developed for Operational Control staff; training will commence 8 May over a four-week period.</p> <p>A LCMS package for operational personnel has been developed: go live date for this will be mid-May.</p> <p>A series of staff engagement sessions is now complete, included Operational staff, Operational Control, Prevention and Protection staff. This is supported by I-Hub pages have been updated with guidance for local teams to continue engagement with stakeholders.</p> <p>100-day countdown continuing across our social media pages. Including an animated video which will be released in early May. LSO management teams have been asked to continue to engage with Scrutiny Committee's & Local Resilience Partnership's.</p> <p>Ongoing engagement continues with duty holders and organisations who contact SFRS through our website.</p> <p>We have sourced quotes for a radio campaign (c£12k) which would support our communications strategy. Under consideration (cost/benefit considering target audience).</p> <p>SFRS still receiving a number of correspondences from various organisations / duty holders asking for exemptions or extensions to our new UFAS response. This also includes some political enquiries coming in from Local Authorities, Scot Gov and MSP's on behalf of their constituents. We are maintaining consistent messaging, no further exemptions or movement on the timeline.</p> <p>A short life working group has been reconvened to review existing policies to ensure consistency with new procedures where UFAS is referenced in documentation – concluded May 19th.</p> <p>The Business Intelligence team are in the process of building a UFAS dashboard that interlinks with the IRS system, which will be used for performance management purposes.</p>
---------------------------	---

<u>Service Delivery Areas</u>	North SDA
<p><u>ISAR Turkey Deployment</u></p> 	<p><u>Commentary</u></p> <p>Four of our firefighters joined the UK International Search and Rescue (ISAR) Team in Turkey. Watch Commander John Aitchison from Portlethen, Crew Commander Steven Adams from MacAlpine Road, Dundee and firefighters Tony Armstrong and Keith Gauld from North Anderson Drive, Aberdeen, spent 10 days helping the country which has been devastated by earthquakes. During that time, they were part of a 77-strong ISAR team which completed live rescues and provided much valuable assistance to other emergency services. Welfare support has been put in place and all four are being recognised for their efforts, including an invitation to attend this year's Garden Party at Holyrood Palace.</p>
<p><u>Blairgowrie Firefighters working with the community</u></p> 	<p>Firefighters from Blairgowrie have been working with the Local Resilience Partnership to secure funding for flood prevention equipment at a known flooding site in the Perthshire town. Equipment such as Flood Sax, flood gates, pumps, wheelbarrows, and sandbags have been added to a secured container on site.</p> <p>In January, firefighters from Blairgowrie arranged training for residents on the prevention equipment in partnership with colleagues from Police Scotland, Blairgowrie and Rattray Community Council and Perth and Kinross Council.</p>
<p><u>St Fergus Gas Terminal Exercise</u></p>	<p>A large Multi-Agency exercise was held at the St Fergus Gas Terminal, Aberdeenshire, to test all onsite and off-site response plans. WIOS LSO Scott Gibson was the SFRS Incident Commander.</p> <p>This was a well organised event which highlighted learning points, areas for improvement and discussions for all involved.</p> <p>The exercise had been in the planning stage since the start of the pandemic and it was well received by all agencies who attended.</p> <p>The exercise also proved its value as four days later there was an incident at the terminal involving a gas leak which required a full SFRS response.</p>
<p><u>Western Isles Employers Recognition</u></p>	<p>At recent Awards Ceremonies in the Western Isles which recognised 630 years of service from employees across the Islands, four employers were recognised for their efforts in helping to keep local communities safe.</p>



The employers, who are based in Stornoway, Lewis and Benbecula were the first recipients of our national award scheme, the Employers Recognition Certificate (Gold Award), an initiative driven by our national On Call Leadership Forum.

The four employers support a total of 14 Firefighters who are based across the Western Isles and the award is issued after supporting their local fire stations for more than 10 years.

Service Delivery Areas

EAST SDA

Item

Commentary

Funeral of FF Barry Martin

At the time of the previous Service Delivery Committee the East Service Delivery was heavily focussed on preparing an appropriate and respectful funeral for Fire Fighter Barry Martin and his family. Supported by ACO Lockhart and DACO Nicholson, Officers from the East and the wider Scotland were able to organise a fitting tribute, with FF Barry Martins family central to events under such tragic circumstances.

City of Edinburgh Partnership Approach to Water Safety Group

The City of Edinburgh ‘Partnership Approach to Water Safety (PAWS)’ group was established late last year. On the 13 April 2023, following a training session with partners at McDonald Road Community Fire Station, the group delivered a Waterside Responder course for staff from local businesses adjacent to the Water of Leith on Leith Shore. The course gives business operators the confidence and skills to act safely and effectively when faced with a person in the water, and attracted some media attention from TV and radio.

NHS Drug Initiative

A joint initiative took place with NHS Forth Valley within Falkirk High School due to a significant number of children losing a parent to drug deaths. This initiative delivered Naloxone awareness by the NHS and SFRS delivered Basic Life Support Training including Automated External Defibrillators to 140 participants (Children, Teachers and community workers over a series of sessions).

Long Service Good Conduct Ceremony

The East of Scotland Management team were pleased to hold the first of two Long Service and Good Conduct Ceremony for 2023. It was with great pleasure recipients were able to receive their Medals at Glen Pavilion in Dunfermline on Friday 21 April 2023. The event, a great success allowed the service to demonstrate its gratitude to all those that attended, in total 24 Recipients received 20 Years’ Service Medals, 7 Recipients received 30 Years’

Service Certificates' and 1 Recipient received a 40 Years' Service Certificate.

We also had the pleasure of awarding 4 Chief Officer Commendations and 2 Society for the Protection of Life from Fire Awards.



Operational Incident Imperial Dock, Leith

On 22/3/23 at 08:40 hrs Scottish Fire and Rescue Service (SFRS) received a call within Edinburgh Operations Control and mobilised to Imperial Dock, Ocean Drive, Leith to “Ship in dry dock – approximately 50 persons involved,” with 13 injured parties still on board. Rescue Appliances including Heavy Rescue units and officers were mobilised.

On arrival, crews observed a large 4000 tonne vessel at a 45-degree angle resting on the side of the dry dock. Initial actions were to ensure that the vessel was stable and gather information to formulate a plan.

Due to the access difficulties and the complexity of the vessel and its position, the removal of casualties was likely to be very challenging. It was quickly realised that this would be a protracted incident.

Further significant resources from multi-agency partners including Police Scotland, Coastguard, Imperial Dock Harbour and Scottish Ambulance Service (SAS) gathered at the scene within minutes.

As the rescue operation developed, SAS declared a Major Incident whilst SFRS bolstered resources with Rope Rescue, USAR teams, height appliances, welfare facilities and a Command Support unit.

Various rescue methods were used ranging from supported walk downs to extrication by stretcher for the seriously injured casualties. These actions were supported by the deployment of height appliances.

Rescues were complex and time consuming, with up to 30 SFRS and partner personnel operating in a confined space at a 45-degree angle for extended time periods within the vessels bridge area. Casualties were triaged, the incident

resourcing continually reviewed and the demands of the physical and functional sectors were met through a robust incident command structure. SFRS attended five multi-agency meetings to support coordination of the rescue operation.

In total there were 33 confirmed casualties all rescued under difficult and challenging circumstances, however the professionalism of the Fire Fighters shone through both when working under the command of the Scottish Fire and Rescue Incident Commander and within the multi-agency environment.



Service Delivery Areas

WEST SDA

Item

Commentary

Chief Officer Commendation Ceremony

Several colleagues were presented with certificates at a West Service Delivery Area Chief Officer Commendation ceremony held at HQ on Friday, 31 March.

Chief Officer Ross Haggart presented 40 colleagues with Commendations for their outstanding personal effort and commitment both on and off duty.

Members of the public, William Ritchie and Craig Irving, were praised for their acts of bravery, both receiving a Chief Officer Commendation. Craig was also presented with a Society for Protection of Life from Fire Award for his selfless actions at a house fire in Gretna.

Among those awarded were FF Calum Little, AC David McCarrey, CC Harry McLintock, SC Ian Sim, WC Kevin Reynolds and FF Gary McClements.

The Central Staffing Team were recognised along with crew members from New Cumnock Community Fire Station (CFS), Pollock CFS, Knightswood CFS and Control colleagues from Johnstone Control for their efforts as a team.



Doddie Aid

WSDA colleagues from EWDAB completed a huge challenge to raise funds for Motor Neuron Disease (MND).

The 13-strong team from East & West Dunbartonshire, Argyll & Bute joined Doddie Aid – to raise money for the My Name's Doddie Foundation, set up by the late rugby legend Doddie Weir.

They travelled from Cardiff's Millennium Stadium and arrived at Murrayfield, Edinburgh for the Scotland v Wales Six Nations match. The 555-mile cycle was a continuous ride throughout the 48 hours.

So far, they have raised over £32,000, smashing their £10,000 target.

The riders included, Joe McKay, Tom Davis, Brian Wardle, Alex Wainwright, Gregg Hastie, Roddie Shaw and William Wilson. Also, a massive well done to their support team, John Fraser, David Moore, Stuart Kennedy, Ross Watson, Derek Symon and Andrew McGregor.



HMP Barlinnie Partnership

The City of Glasgow (CoG) Community action Team (CAT) have established a strong partnership with the Scottish Prison Service (SPS), HMP Barlinnie – Life Skills department.

Initially, the partnership was established to assist inmates with the transition from living within the prison environment, to being reintegrated with the community and back to home life. Prior to the inmates being released, the CoG CAT attends HMP Barlinnie to provide the inmates with a half day input of fire safety advice.

Following feedback from SPS about the success of the half day input, a full day risk recognition programme was developed. The programme will build on the established half day sessions, by introducing additional skills which included an input on anti-social behaviour and a kitchen fire simulation. The course is supported by peer inmates who assist with setting up and delivery based on their own individual experiences. The involvement of the peer inmates helps to develop their life skills and confidence in returning to society following their release.

The relationship built with the HMP Barlinnie Life Skills department and the peer inmates through these courses, allows the CoG CAT to identify other opportunities to work together within the community.

The CoG CAT met with colleagues from the Criminal Justice System and Police Scotland to help identify, locate and engage with current and potential offenders within the school system.

A bespoke session was developed in conjunction with the SPS and the peer inmate which was held at the dedicated CoG safety centres, known as McGill and Kilbirnie House. A number of previously identified schools attended the sessions, where they received input from CAT team on a number of topics including the impact of deliberate fire setting. The peer inmate also shares his lived experiences, which are targeted towards reducing anti-social behaviour.

	<p>An evaluation is being currently being carried out to establish the impact of the initiative and early indications from partners have shown that a there has been a positive impact on reducing the anti-social behaviour trends in the North East and South sectors of Glasgow.</p> <p>Based on the learnings captured within the evaluation, the CAT team are working with SPS and Police Scotland to roll the program out across Glasgow.</p>
<p><u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u></p>	
<p><u>Operational Assurance</u></p>	
<p><u>Item</u></p> <p><u>Learning from HS Events and OA</u></p> <p><u>Significant Work undertaken by the OA Department.</u></p> <p><u>National Operational Learning (NOL)</u></p> <p><u>National Review of Operational Assurance</u></p>	<p><u>Commentary</u></p> <p>Work continues in support of actions and recommendations resulting from Significant Incidents/Events. OA attend and support the Operational Learning Group to progress these actions and ensure Firefighter Safety through their processes.</p> <p>Station Audit Programme 2022/23. Audit programme has now been closed and OA team will now look at themes from Improvement Plans. Work ongoing with Performance and Data Services to assist.</p> <p>Station Audit Programme 2023/24. Significant work undertaken by OA team to review question set for 2023/24 audit programme. New OA02 Audit form live from 17 April 2023.</p> <p>Structured Debriefs now scheduled for:</p> <ul style="list-style-type: none"> • High Camilty Level 4 Wildfire - 24 April 2023 • New County Hotel - 3 May 2023 • Station and Group Commander Selection Process - 26 April 2023 • Funeral Arrangements National Event Operational Plan (4 x Debriefs) - Final 2 June 2023. <p>No NOL received during reporting period.</p> <p>Review of OA now complete and approved through governance. A total of 21 recommendations will be taken forward to ensure continuous improvement to OA processes. These will then form part of BaU and will not be reported to future committees.</p>

<p><u>Frontline Updates</u></p> <p><u>OA21</u></p>	<p>The Frontline Update for Katherine Street, Level 5 Fire incident, has been published during the reporting period. This publication shares the learning from this event across the organisation.</p> <p>No OA21 investigations during reporting period.</p>
<p><u>Operational Training</u></p>	
<p><u>Item</u></p> <p><u>Training Strategy / Vision</u></p> <p><u>Trainee Firefighter Foundation Programme</u></p> <p><u>Training Continuous Improvement Plan</u></p> <p><u>Training Needs Analysis (TNA)</u></p> <p><u>Structure</u></p> <p><u>ESDA NIP/LSO Restructure</u></p>	<p><u>Commentary</u></p> <p>Work progressing well with the review of Training Strategy 2020-25 following the new SFRS Strategic Plan 2022-25 going live at end of 2022, aligning to SFRS Strategic Plan timeframes moving forward. Engagement with wider team and LSOs in progress, which will also aide the development of our Training Vision.</p> <p>NTC TFFFP Courses T1/23 and T2/23 had their graduation on Tuesday 11 April at Motherwell Civic Centre. A total of 93 trainees graduated. A further 9 trainees also graduated from their TFFFP at Newbridge on Friday 31 March. Both courses received positive feedback.</p> <p>48 Trainees will start their training week commencing 8 May 2023 at NTC. Training are awaiting SLT decision to be made on September 2023 intake.</p> <p>Reported upon to TCIB in April 2023 and then onto the People Committee in June. This will remain a live document with workstreams being monitored and progressed through appropriate governance routes.</p> <p>Dedicated TNA page now within the Training Function section on i-Hub. Scheduling of courses for Q1 completed and Q2, Q3 and Q4 now underway.</p> <p>Central staffing collaborative restructure being progressed, this will see a Training Programming and Scheduling Team embeded within Central Staffing. SLT approved structure changes within Training to accommodate 5 non-uniformed instructor posts, which will assist in addressing hard to fill posts across the service.</p> <p>Initial engagement session held 31 March with DACO Nicholson, LSO Acton and GC Galloway resulting in positive and constructive discussions. Instructor survey distributed across all Instructors within ESDA seeking feedback. Ongoing engagement sessions to be scheduled. North SDA integration is now complete and West will</p>

<p><u>Driver Response Training</u></p> <p><u>BA Training</u></p>	<p>commence in the coming months.</p> <p>Section 19 of the Road Traffic Act is due to be placed before parliament in the coming weeks. Significant ongoing discussions with the NFCC and Tri-Service Driver Training Collaboration Group around the significant impact the proposals will have within SFRS and other Emergency Services.</p> <p>BA Recovery Plan is being developed to address the backlog of training with regards to Compartment Fire Behaviour Training (CFBT), Breathing Apparatus (BA) and Tactical Ventilation Training.</p>
---	--



Report No: C/SDC/10-23

Agenda Item: 8.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	30 MAY 2023						
Report Title:	QUARTERLY PERFORMANCE REPORT Q4 2022-23						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	To provide members with the fourth quarter performance for fiscal year 2022-23 based on performance measures specified in the Performance Management Framework 2020.						
2	Background						
2.1	The Quarterly Performance report provides key performance indicators that were nominated by the Directorate and its functions, to demonstrate success towards goals and overall objectives outlined within our strategic aims.						
2.2	Indicators are set at national, or Service Delivery Area level dependant on the considered question and specified indicator.						
3	Main Report/Detail						
3.1	The format of the report is continually being developed to improve insight and simplify the process Committee members need to see the direction of travel for Scottish Fire and Rescue Service (SFRS).						
3.2	In Q3 Statistical Process Charts (basic run charts) were developed in Power BI. On a quarterly basis, their aim is to help the Committee differentiate between routine variation and exceptional variation in performance, potentially signalling a change that requires further investigation, analysis and explanation to Committee members.						
3.3	By the end of Q4 – <ul style="list-style-type: none"> • three KPIs achieved target – Non-domestic fires, Low and medium severity ADFs • Seven KPIs missed target – HFSVs, deliberate fires, refuse & vehicle fires, UFAs, fire fatalities and high severity ADFs • Two KPI measurements withheld due to concerns around validity of data – Fire casualties 						
3.4	Operational demand was at its highest (for the year) since 2010-11. 99,479 incidents had been recorded at the time of reporting. This was almost 4,000 incidents more than previous year.						
3.5	Fires (versus previous year) increased in the East by seven per cent and decreased by ten per cent in West. North reduced by one per cent. False Alarms increased in all Service Delivery Areas (SDA) between one and two per cent. Non-fire incidents increased in all SDAs (East – eight per cent / West – five per cent / North – four per cent.						

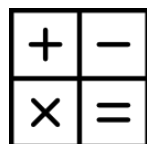
3.6	15 fire fatalities reported in the quarter. 42 fire fatalities for the year.
3.7	Home Fire Safety Visits down 12 per cent on previous year and High-risk visits down by 16 per cent on previous three-year average.
3.8	Retained availability at 73 per cent, WT availability at 93 per cent.
4	Recommendation
4.1	Members are asked to scrutinise the content of this report.
5	Key Strategic Implications
5.1	Risk
5.1.1	Not applicable.
5.2	Financial
5.2.1	Not applicable.
5.3	Environmental & Sustainability
5.3.1	Not applicable.
5.4	Workforce
5.4.1	Not applicable.
5.5	Health & Safety
5.5.1	Not applicable.
5.6	Health & Wellbeing
5.6.1	Not applicable.
5.7	Training
5.7.1	Not applicable.
5.8	Timing
5.8.1	In order to meet paper submission deadlines, this report was compiled 5 weeks after the end of the period. Data is subject to change due to incomplete IRS reports and on-going quality assurance.
5.9	Performance
5.9.1	All performance measures included are contained within SFRS Performance Management Framework intended to show direction of travel towards Strategic goals and objectives.
5.10	Communications & Engagement
5.10.1	Not applicable.
5.11	Legal
5.11.1	Not applicable.
5.12	Information Governance
5.12.1	Not applicable.
5.13	Equalities
5.13.1	Not applicable.

5.14	Service Delivery	
5.14.1	Performance measures are specific to Service Delivery to highlight areas of progress and raise awareness of areas potentially requiring mitigating action/corrective steps to meet strategic goals/objectives.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Farries, Director of Service Delivery
7.2	Level of Assurance: (Mark as appropriate)	<i>Substantial/Reasonable/Limited/Insufficient</i>
7.3	Rationale:	Guidance states that 'Limited' recognises where there are weaknesses in the current control procedures for reporting. Current assurance on performance measures is low due to on-going concerns around the data captured, processes for data capture and staff awareness of what is required. This is being addressed and level of assurance will improve.
8	Appendices/Further Reading	
8.1	Appendix A: Quarterly Performance Report Q4 2022-23	
8.2	Further Reading: Link in report above - RTCs including casualties and fatalities in Scotland - Key Reported Road Casualties Scotland 2021 Transport Scotland	
Prepared by:		Chris Fitzpatrick, Business Intelligence and Data Services Manager
Sponsored by:		Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate
Presented by:		Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate
Links to Strategy and Corporate Values		
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report		Meeting Date
<i>Senior Management Board</i>		<i>17 May 2023</i>
<i>Service Delivery Committee</i>		<i>30 May 2023</i>
		Report Classification/ Comments
		<i>For Information Only</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 (SFRS) 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.



The quarter and year in summary

In quarter four 2022-23, crews responded to 21,166 incidents. At time of reporting, this takes the 2022-23 total response to 99,479 incidents. The last year incidents exceeded this level was in 2010-11 with 101,414 incidents recorded.

Although activity levels are close to that of 12 years ago, the nature of activity is different. The Service has attended 30 per cent less fires this year versus 2010-11, but in terms of alarm calls and non-fire incidents there has been an increase. Crews responded to nine per cent more fire alarm calls and 48 per cent more non-fire related calls than in 2010-11.

Fires account for 39 per cent of activity during 2010-11 and 27 per cent in 2022-23. Alarm calls were 50 per cent of activity in 2010-11 and 56 per cent in 2022-23. Non-fire calls rose from 11 per cent to 17 per cent.

In 2010-11 the combined Scottish fire service reported 52 fire fatalities and 1,328 non-fatal fire casualties. There were a further 237 fatalities reported at non-fire incidents and 2,579 non-fatal casualties.

In 2022-23, SFRS has reported 42 fire fatalities and 586 non-fatal fire casualties. There were a further 399 fatalities reported and 2,079 non-fatal casualties from non-fire incidents.

Non-fire casualties in 2010-11 were predominantly from RTCs (71 per cent). In 2022-23 this is still the case (50 per cent) but casualties from incidents reported as 'inter-agency' have risen significantly (16 per cent to 36 per cent of all casualties) with fatalities increased more than fourfold.

Page Contents

2	2022-23 Q4 - 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 Q4 - 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	1,478	1,463	1,549	1,506	1,334
1.02	Number of deliberate primary fires	●	Reduce based on 3-year moving average	2,424	2,443	2,501	2,421	2,408
1.04	Number of refuse and vehicle fires	●	Reduce by 10% based on 3-year moving average	8,694	9,512	9,609	9,680	9,248
1.05	Number of Unwanted Fire Alarm Signal incidents attended in non-domestic premises	●	Reduce based on 3-year moving average	27,245	27,937	31,362	28,711	23,738
1.06	Number of accidental dwelling fire fatalities		Zero	0	32	29	31	35
1.07	Number of fire fatalities by type of incident	●	Reduce based on 3-year moving average	40	45	42	40	52
1.08	Number of accidental dwelling fire casualties (excluding precautionary checks)		NOT ACTIVE - Measure under audit	488	456	435	430	504
1.09	Number of fire casualties by type of incident		NOT ACTIVE - Measure under audit	686	612	586	555	694
1.10	Number of Home Fire Safety Visits conducted	●	Increase based on previous year	44,197	34,290	38,677	44,196	19,996
1.11	Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High risk rating)	●	Increase based on 3-year moving average	18,963	16,004	15,249	22,562	10,201
1.13	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework		100% of known framework premises	100	5,260	6,766	5,693	3,321
1.14	Number of accidental dwelling fires broken down into the severity categories - low	●	Reduce based on 3-year moving average	1,990	1,925	1,836	1,940	1,998
1.15	Number of accidental dwelling fires broken down into the severity categories - medium	●	Reduce by 3% based on 3-year moving average	1,903	1,875	1,785	1,968	1,871
2.07	Number of accidental dwelling fires broken down into the severity categories - high	●	Reduce by 5% based on 3-year moving average	270	274	258	288	276

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	1,993	2,218	2,163	1,598
1.13	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	5,260	6,766	5,693	3,321
2.01	Total number of incidents attended	93,609	99,479	95,734	85,613
2.03	Number of incidents attended at the request of other agencies	1,302	1,409	1,337	1,161
2.04	Number of effect entry/exit incidents attended	4,247	4,544	4,461	3,736
2.05	Number of non-refuse secondary fires	8,860	8,986	9,894	7,701
2.11	Percentage of Inspections carried out in line with Operational Intelligence Framework	3,350	3,777	3,422	2,851
2.12	Number of audit actions arising from Operational Assurance process	46	28	40	69
2.13	Number of Hydrant inspections carried out	18,931	22,027	21,985	12,782

Indicators - No target

Ref	Indicator	3-year average	Year-to-date	Year-to-date (-1)	Year-to-date (-2)
2.06	Response time	8.09	8.08	8.13	8.07
2.06	Response time - East	8.43	8.58	8.35	8.35
2.06	Response time - North	9.21	9.00	9.13	9.50
2.06	Response time - West	7.54	7.50	7.62	7.50
2.08	Call handling time	1.32	1.32	1.32	1.32
2.08	Call handling time - East	1.27	1.32	1.27	1.22
2.08	Call handling time - North	1.69	1.65	1.67	1.75
2.08	Call handling time - West	1.25	1.25	1.25	1.25
2.09	RDS availability	79.33	73.00	77.00	88.00
2.10	WT availability	94.77	93.00	94.30	97.00

'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 ended the year ahead of target. Incidents reported in quarter four was the third consecutive quarterly reduction (not previously seen before 2017-18, see chart). At Service Delivery Area level both East and North reported slight increases of two and three per cent and the West reported a six per cent reduction (against the specified target).

Unwanted Fire Alarm Signal incidents missed target by 2.5 per cent. End of year total was 31,362 incidents. All Service Delivery Areas increased between one and four per cent.

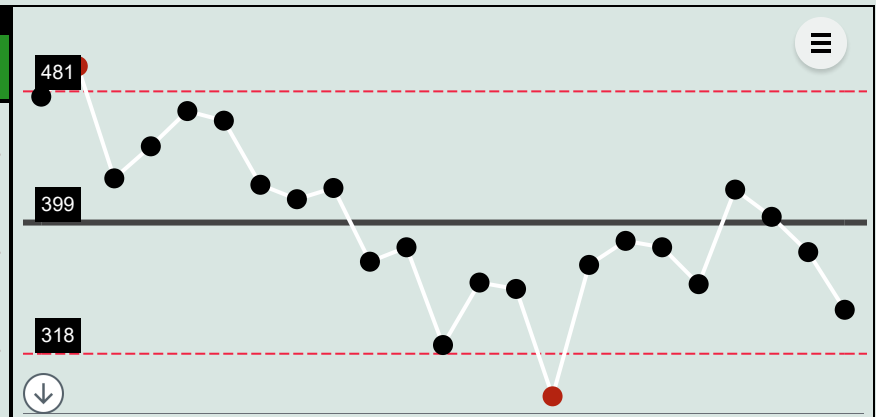
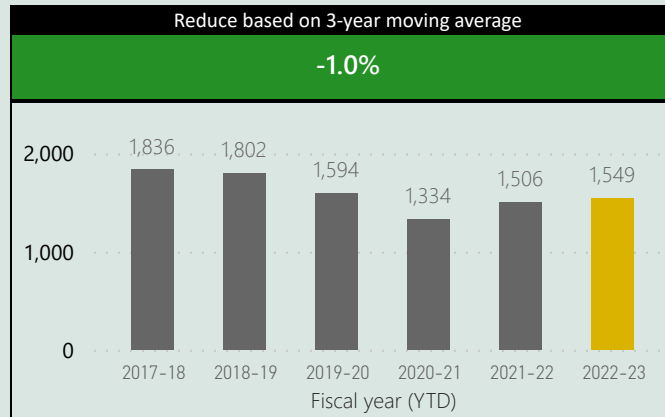
Due to significant quarterly variance in activity the upper and lower control limits shown (see chart) are very wide and activity remains with those boundaries. Changes in how the Service responds to incidents of this nature are planned to take place from 01st July 2023, this will hopefully signal a recognised step change and in quarters that follow, narrower control limits and a lower quarterly average rate of activity will occur with greater control around when the Service responds.



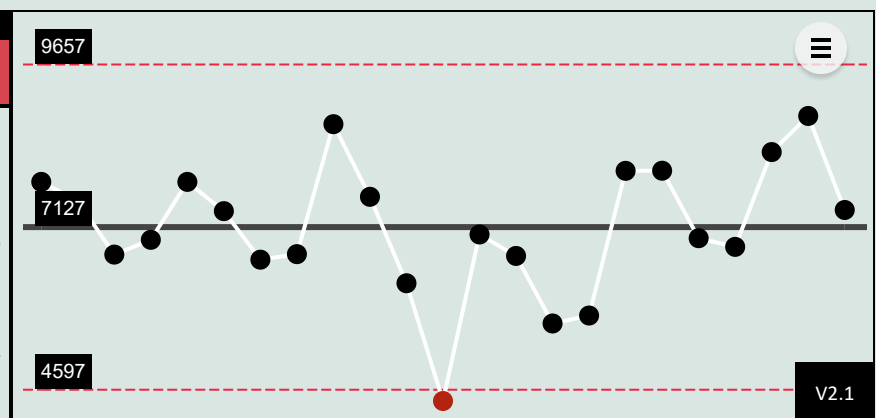
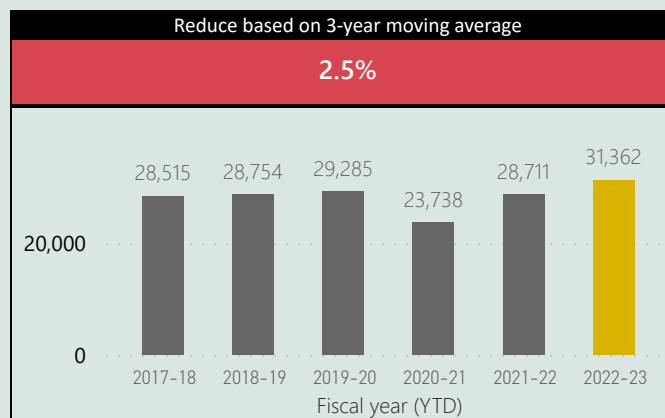
We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth

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

At the end of 2022-23 Home Fire Safety Visits missed target to increase visits against the previous year. Total visits were 12.5 per cent below expected numbers. The visits during quarter four were higher than quarters two and three and remain above the average number reported since the first quarter of 2020-21.

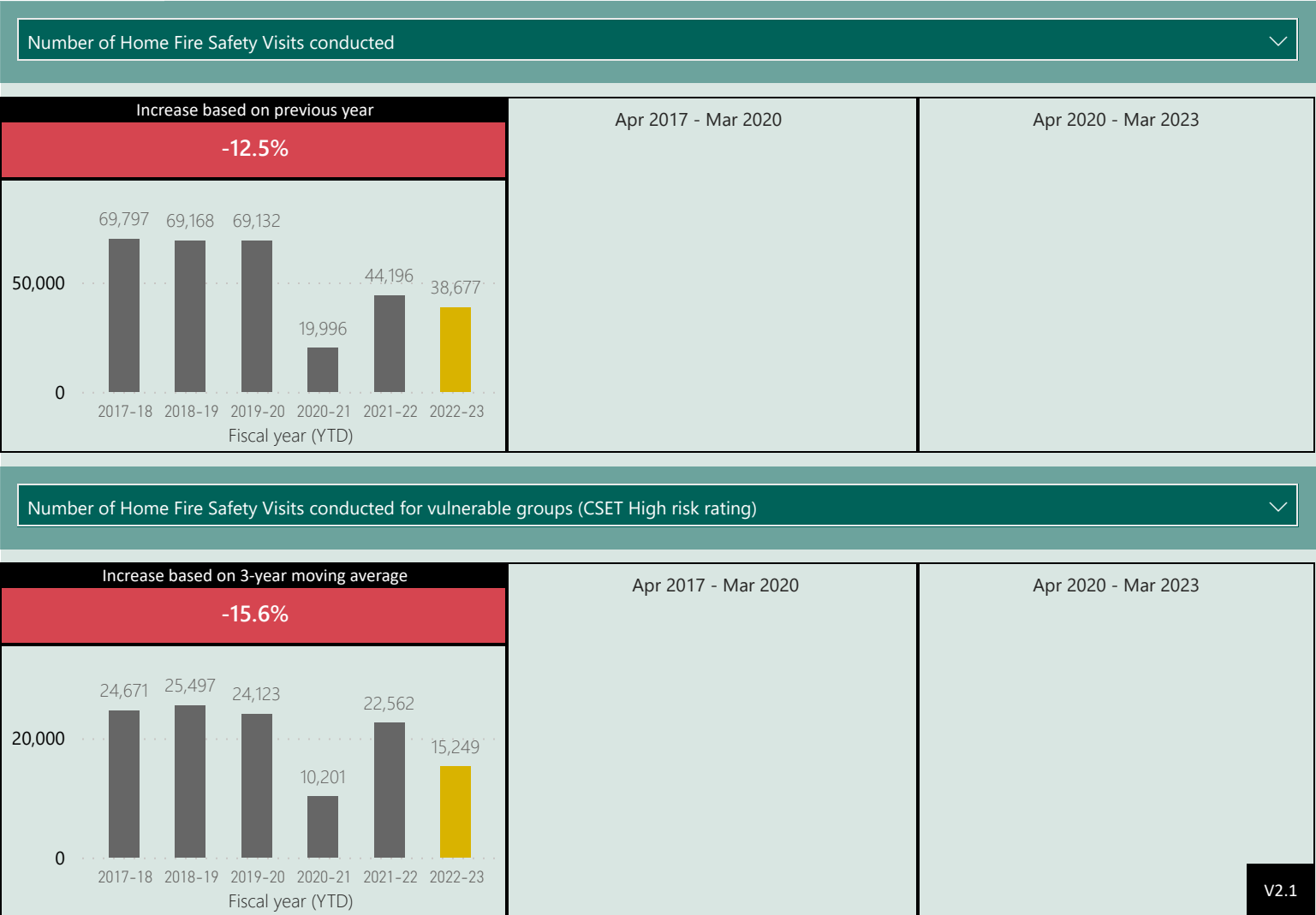
Visits to those considered the highest risk also missed target by the end of year by 15.6 per cent but as with all visits, was above the average number reported since the first quarter of 2020-21.

HFSVs are a key focus across Service Delivery management teams and the two key factors affecting performance are recognised around disruption caused by low staffing, pumps off the run and movements of personnel and secondly, the reduction in referrals as all agencies continue to adjust to the financial challenges that has impacted organisations since Covid. Discussions with LSOs also documented a number of other factors for a decline in visits, related to increased length of visits due to installing new standard of alarms, the need to focus on high-risk visits and competing priorities at station level.



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

The 2022-23 aim to reduce fire fatalities to less than the moving three year average was not achieved and tragically during quarter 4, losses included Edinburgh based Firefighter Barry Martin (38). In total 15 lives were lost between January and March 2023, and 42 lives across the year.

Analysis of the total fire fatalities recorded this year will be discussed at the quarter 4 Service Delivery Committee.

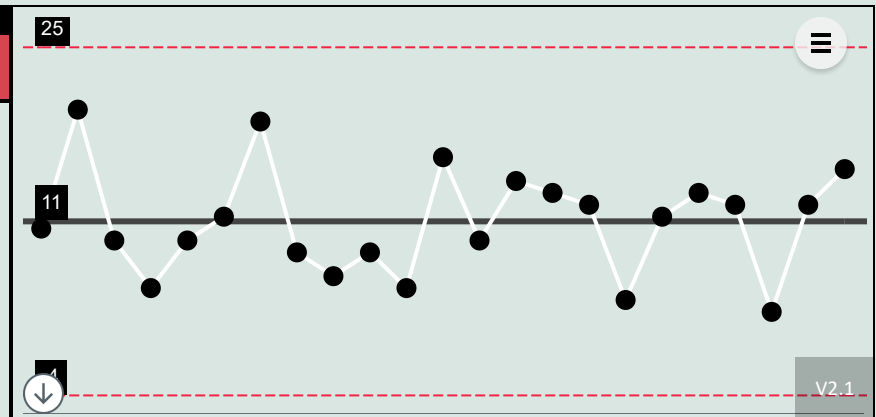
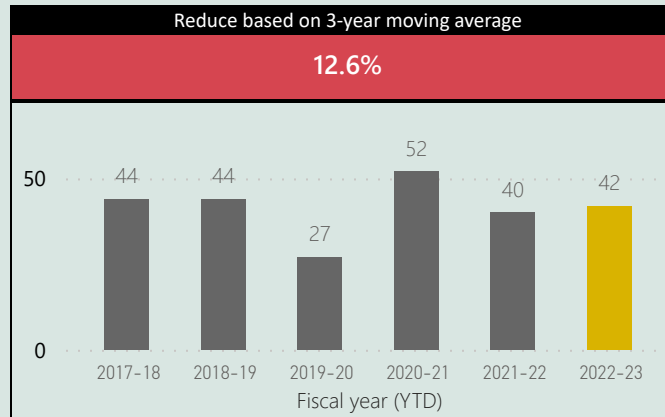
Casualties recorded from fires were higher than previous quarters post pandemic. The decision to not state performance against its specified target was taken at the last Service Delivery Committee until assurance can be given to Committee members that the data are both meaningful and trustworthy. 40 per cent of casualties reported during the quarter were identified by staff involved in the assurance process and improving the quality of data captured by those involved with relevant incidents first-hand, will remain a priority over the following quarters.



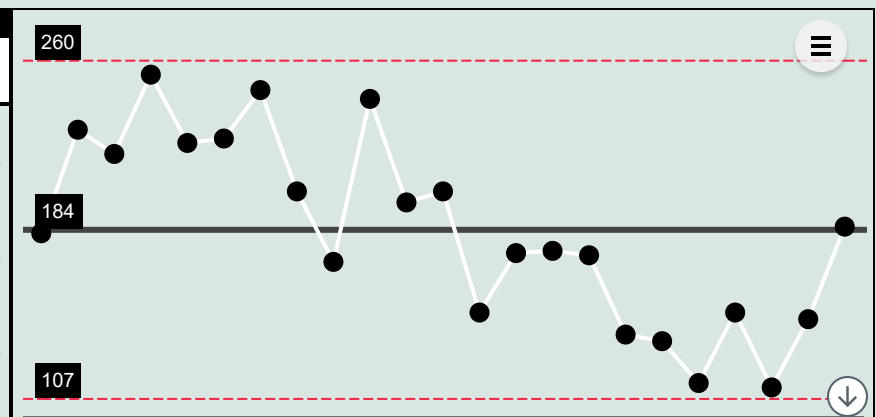
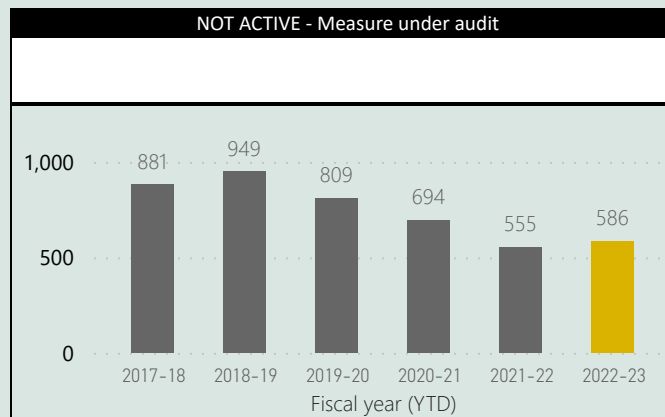
We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

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 nine fire fatalities from accidental dwelling fires during the fourth quarter totalling 29 for 2022-23. This was two fewer than the previous year and the second lowest since 2013-14. Historical quarterly analysis shows most recent quarters track very close to the period average and no exceptional values reported.

During this year 16 male fatalities and 13 female fatalities have been reported. 17 of all 29 fatalities resulting from accidental dwelling fires were age 70 or above. A further 6 were reported aged between 60 and 69. 20 of 29 fatalities were lone persons.

In relation to what factors may have influenced an incident occurring, 17 recorded 'other human factors' as not known. Where this was known, eight incidents reported disability, medical condition or lack of mobility as a factor. Three other incidents stated that distraction and falling asleep had been a factor.

Crews recorded 21 occasions where an alarm system was present and on 11 occasions the alarm operated and raised the alarm. A further eight incidents reported an alarm operating but the alarm was raised by other means i.e. Person. Two fatalities were reported where the alarm did not operate.

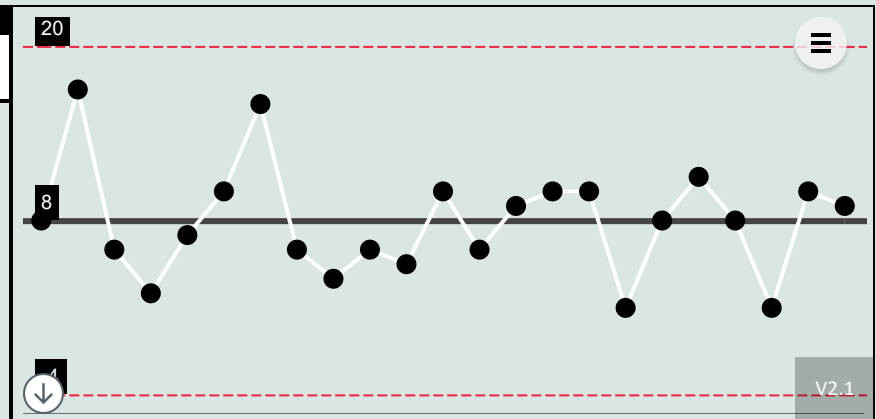
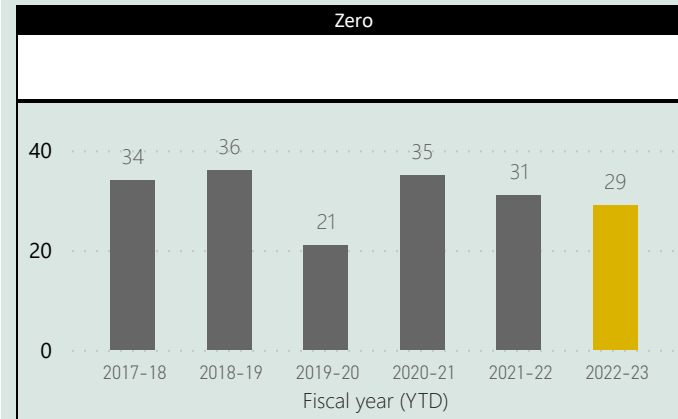
Three incidents reporting a fatality stated there was as no alarm present, and in four occasions the presence of an alarm was "not known".



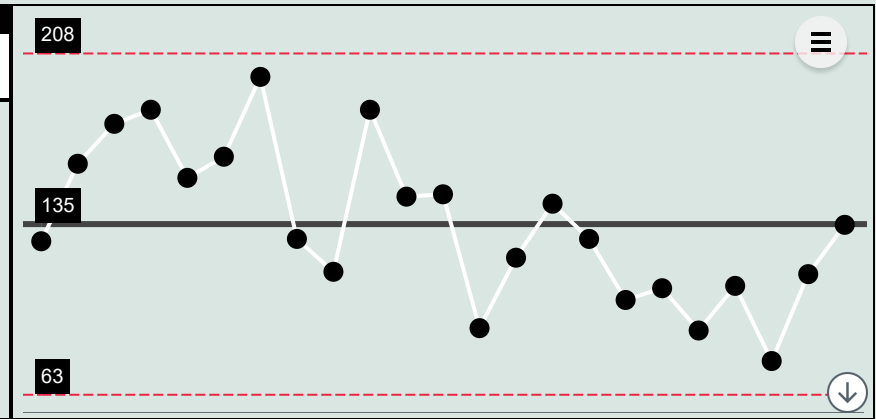
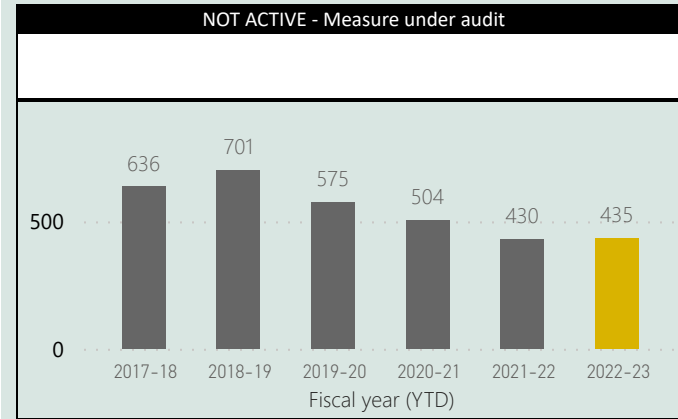
We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

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

Reduction of deliberate primary fires to a level below the three year moving average was missed by less than one per cent.

2,501 incidents were reported and as is evident with previous years, was driven by the activity reported in the first six months of the year. The previous three-year average (target) was 2,424 and the current three-year average was 2,443.

Within the Service Delivery Areas there were varying results with a six per cent reduction in the West, five per cent increase in the North and ten per cent increase in the East.

The Service aim was to reduce the current three-year average for refuse and vehicle fires by ten per cent more than the previous three-year average. The previous average was 9,660 which with a ten per cent reduction made the target 8,694. The current average is 9,512 which is 9.4 per cent above target.

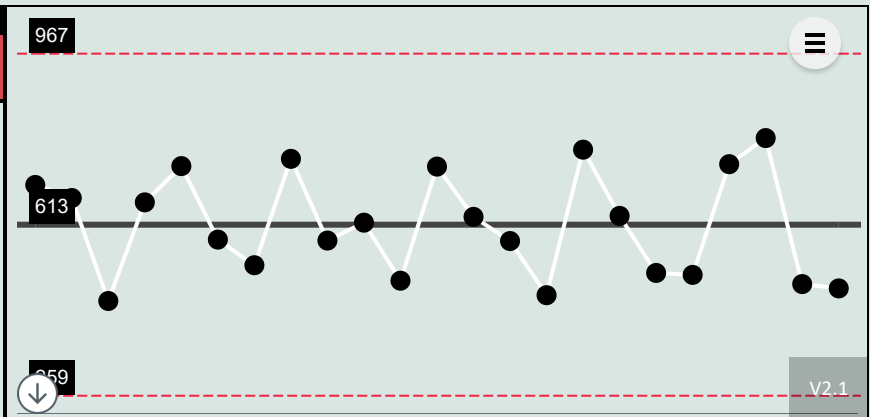
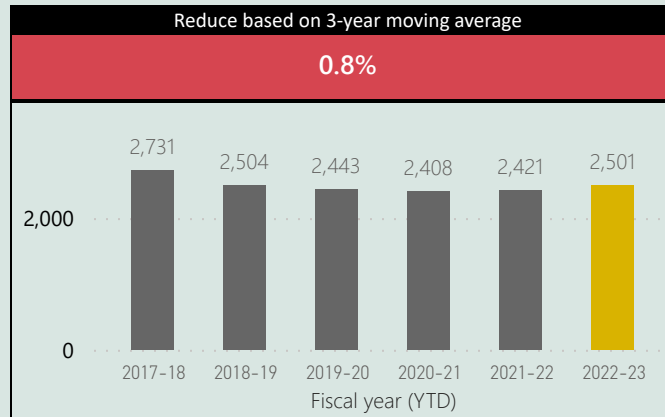
Within the reporting of refuse and vehicle fires 'motive' demonstrates as a significant factor as to what direct influence the Service can have through continued community engagement. Incidents recorded as 'accidental' have reduced by more than six per cent in the last seven years and specifically refuse, has reduced by 12 per cent in the same period. Where other societal factors influence activity in those incidents recorded as 'deliberate', we have seen refuse fires increase by three per cent and deliberate vehicle fires remain largely unchanged.



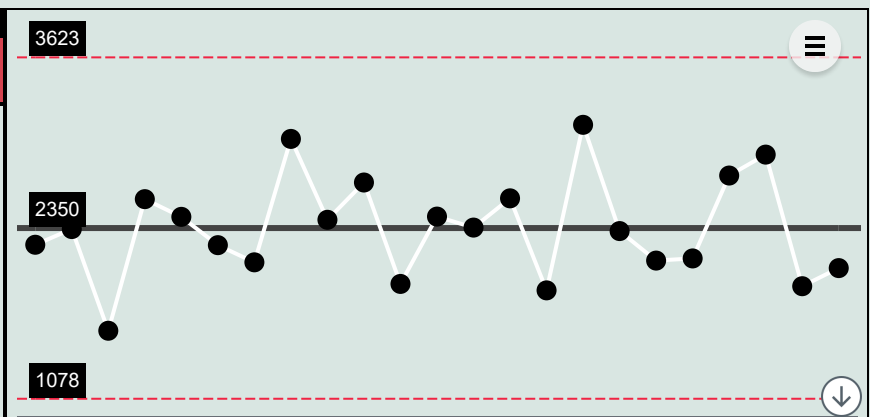
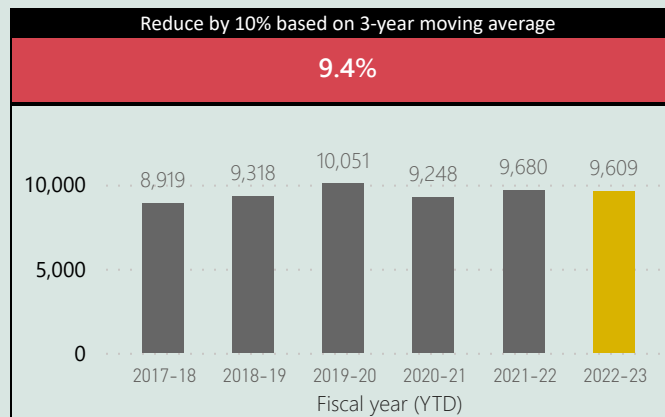
We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes

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 community safety and wellbeing, and support sustainable economic growth

Strategic Outcome 1 in summary

Road Traffic collisions reported for the year remains lower than pre-pandemic years as does casualties reported.

Crews were involved with 1,368 casualties from road traffic collisions during 2022-23. 84 were recorded as fatalities and 242 casualties recorded serious injuries requiring hospitalisation.

Transport Scotland publish road casualty statistics** which originate from Police Scotland CRaSH (Collision Recording and Sharing) system. These statistics are available for comparison 12 months in arrears. SFRS own incidents and casualty rates over the last two years were very similar and when last year (2021-22) is compared against Transport Scotland figures for the same period, it may be possible to consider how our activity levels this year will compare with Transport Scotland 2022-23 statistics when released.

In 2021-22 Transport Scotland reported 5,103 RTC casualties. SFRS recorded 1,356 (27 per cent). Transport Scotland statistics show that 140 people were killed and 1,615 were seriously injured. SFRS attended 60 fatalities and reported 300 casualties as sustaining serious injuries and requiring hospitalisation.

** Source - [Key Reported Road Casualties Scotland 2021 | Transport Scotland](#)



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?





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

Strategic Outcome 2 in summary

Accidental dwelling fires in both low and medium severity outcomes achieved the targets set at the start of the year. Low severity was marginally more than a three per cent reduction on the moving average, and medium severity was over four per cent reduction meaning that the target to reduce moving average by three per cent was achieved by just over one per cent. Both indicators continue to track very close to the lower control limit and consistently below the average for the six-year period.

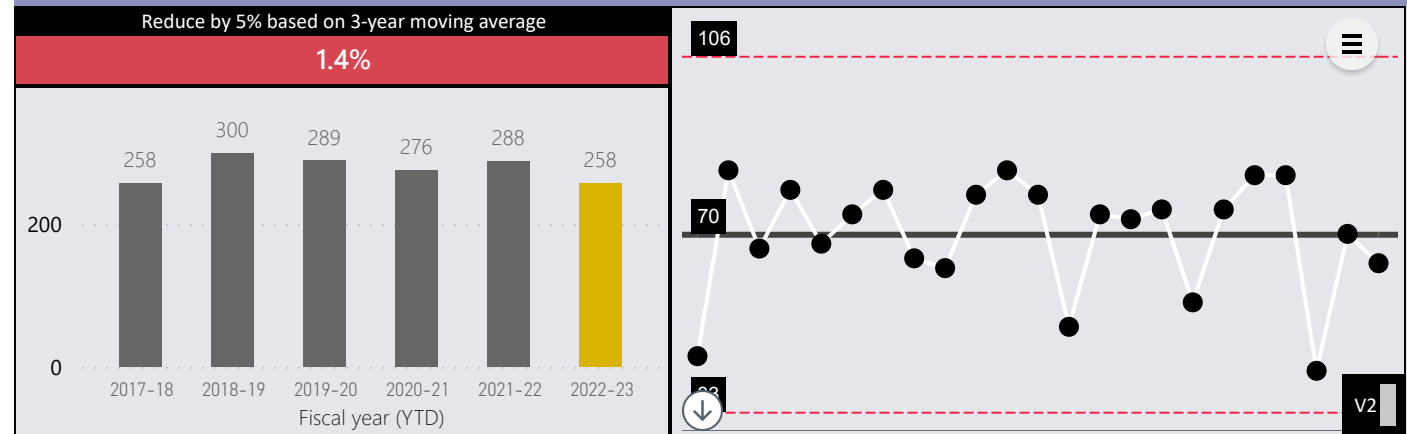
High severity fires has seen the moving average reduce by more than three per cent but given that the target was set at a five per cent reductions means the aim was not achieved. Based on historical quarterly reporting, there is nothing that signifies concern with the occurrence of high severity dwelling fires as most values are close to or below historical quarterly average.



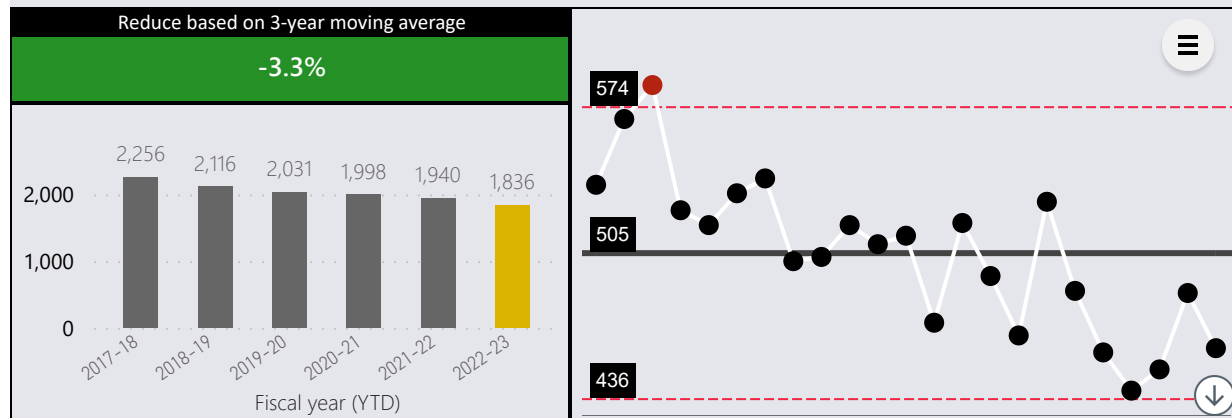
We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology

How effective and efficient is our emergency response?

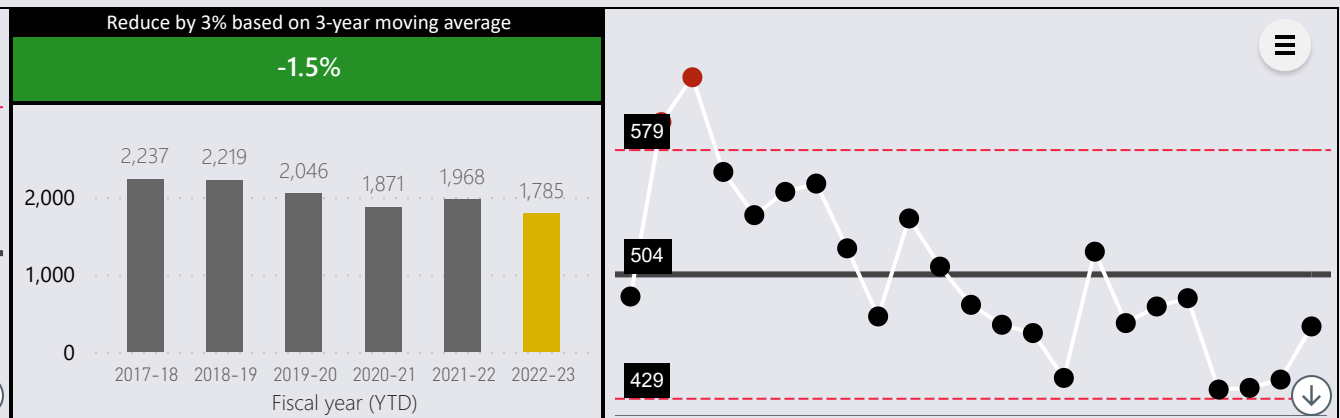
Number of accidental dwelling fires broken down into the severity categories - high



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



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





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



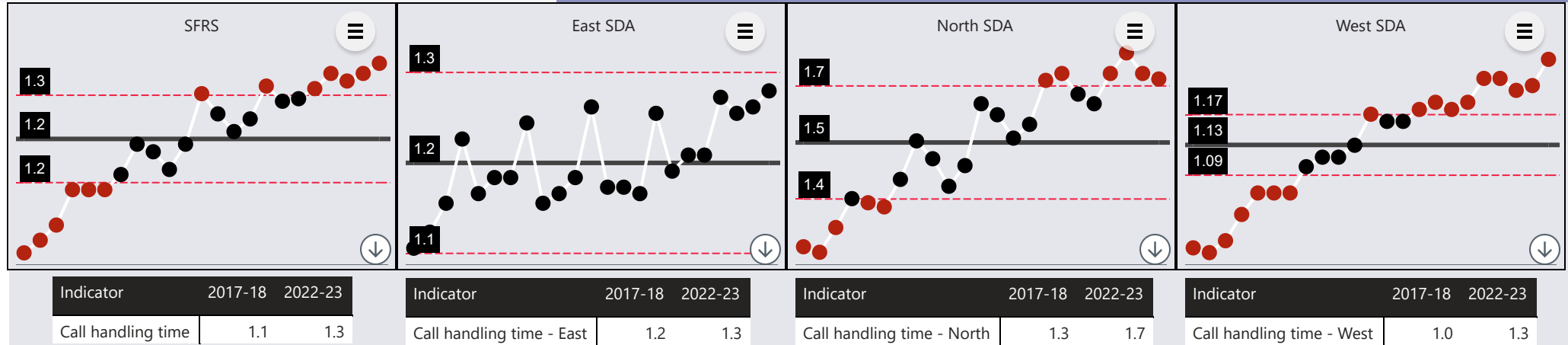
We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements

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 Service and West SDA has now reported 9 consecutive quarters above current upper control limit which needs to be reset (reassess boundaries).

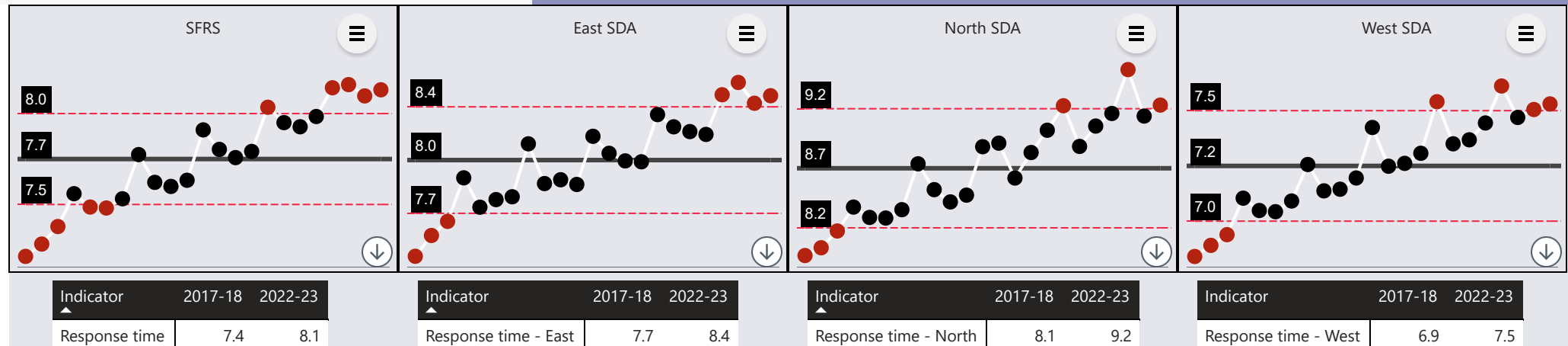


How do we demonstrate we have modernised our preparation and response to emergencies?

Response times by Service Delivery Area (SFRS)

Response

Over the last 5 years there has been an increase in average response times of 42 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

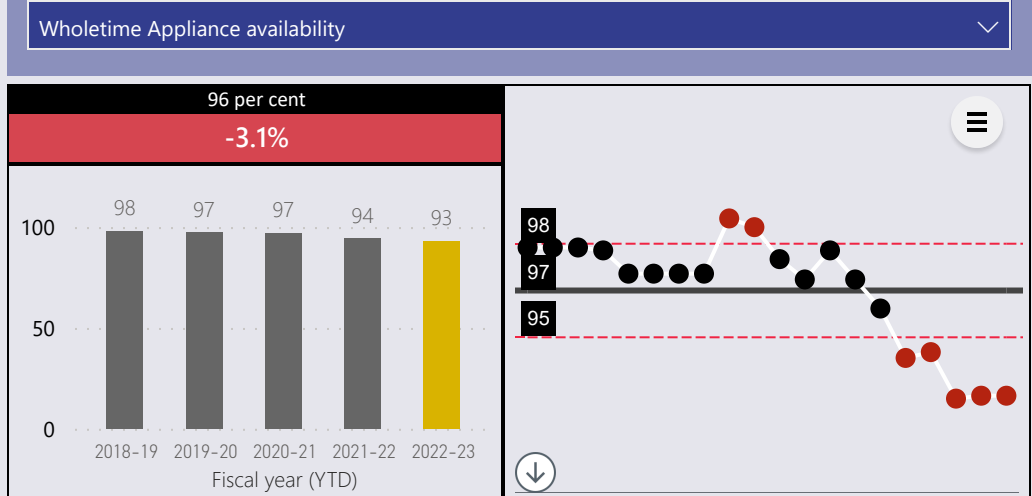
How do we demonstrate we are more flexible?

Q4 only		Q4 only	
Top 10 incident types	Total	Top 10 incident types	Total
01. False Alarm (UFAS) (34.9%)	7393	06. Dwelling Fire (5.2%)	1106
02. False Alarm (Dwelling) (14.7%)	3121	07. Special Service - Effecting entry/exit (5.1%)	1080
03. False Alarm (Good Intent) (7.9%)	1667	08. Special Service - RTC (2.3%)	483
04. Refuse Fire (7.5%)	1577	09. Vehicle Fire (2.2%)	475
05. Outdoor Fire (5.7%)	1203	10. Other Building Fire (1.9%)	409



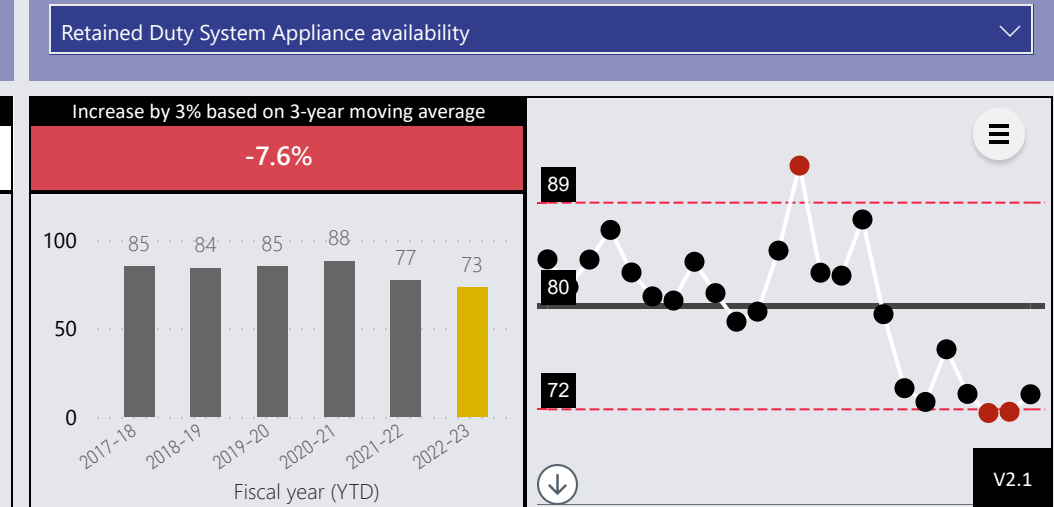
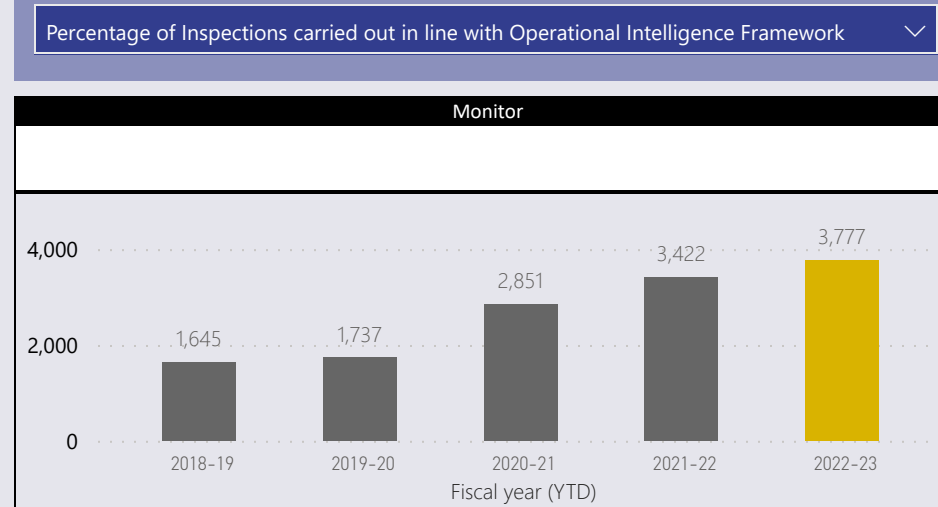
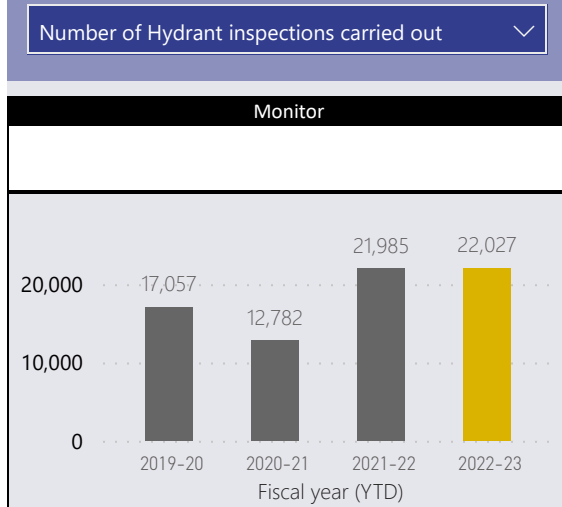
We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

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



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?





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

Strategic Outcome 2 in summary

As mentioned earlier in the paper, attendance to non-fire incidents have significantly changed over the last 12 years. In 2010-11 the Service attended 568 incidents at the request of other agencies. This year (2022-23) it attended 1,409. In 2010-11 the Service attended 900 incidents to effect entry/exit. In 2022-23 the total attended was 4,544.

With consideration of the three Service Delivery Areas, the East has shown the highest rate of growth for both measures combined. In 2010-11 its attendance at incidents of this nature was (c) 300 and 2022-23 it reported 1,800 attendances.

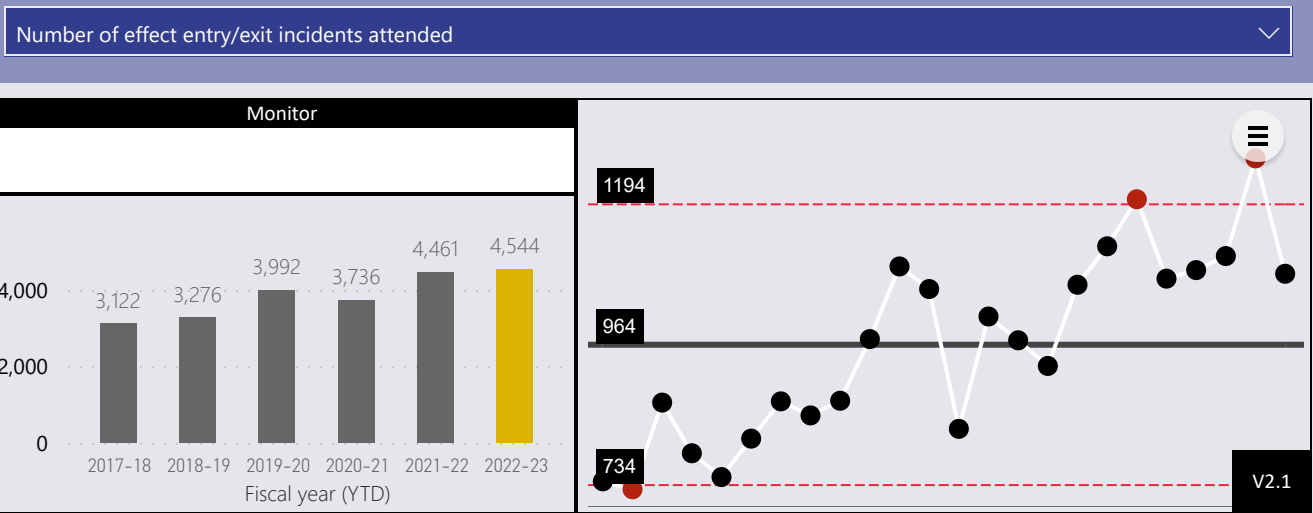
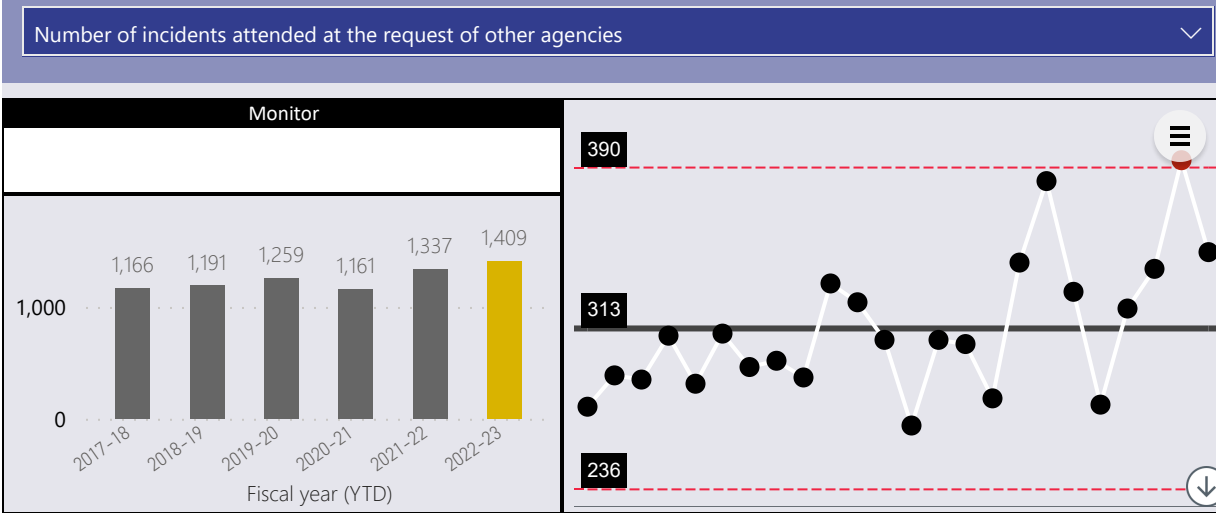
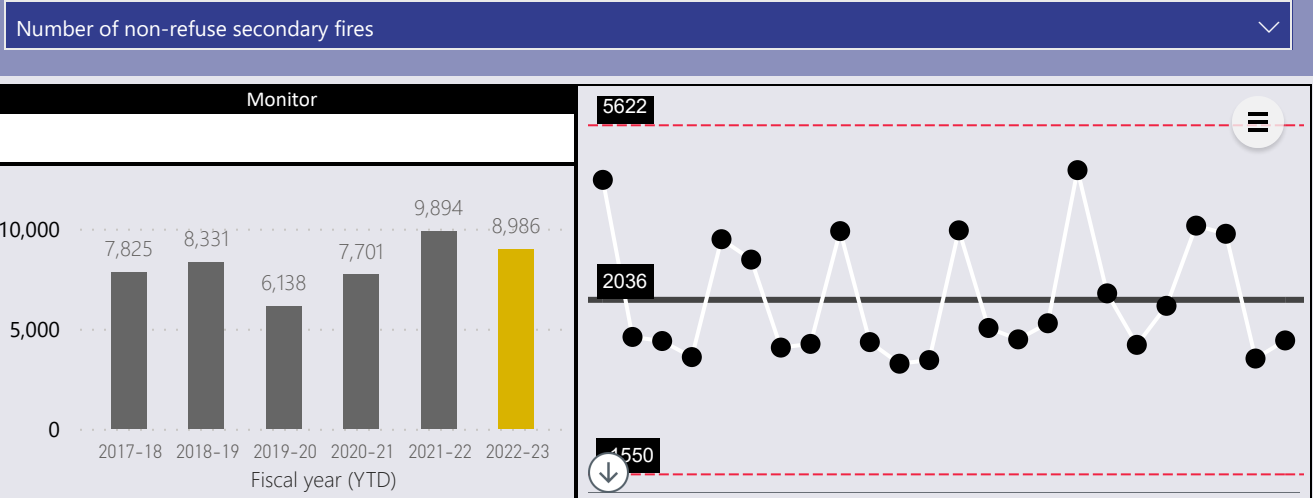
From the quarterly analysis below, quarter three of 2022-23 stands out for bot measures as 'exceptional variation'. Quarter four has returned to levels within the limits but does still represent higher than average levels of activity.

Non-refuse secondary fires remains largely unchanged with rates of activity across the last six years fairly similar. A close relationship of seasonal activity exists where most incidents are recorded April to September. October to March are the quieter months.



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?



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 to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	30 MAY 2023						
Report Title:	INDEPENDENT AUDIT/INSPECTION ACTION PLAN UPDATES AND CLOSING REPORTS						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this paper is to present members of the Service Delivery Committee (SDC) with the HMFSI Report: 'Arrangements for Firefighting in High Rise Buildings for information, and the action plan for approval which has been developed in response to the review report and was approved by the Strategic Leadership Team (SLT).						
1.2	Also, to provide the Service Delivery Committee (SDC) with an update on the following audit and inspection action plans: <ul style="list-style-type: none"> • Fire Safety Enforcement • SMARTEU Reset and Renew Covid-19 Debrief • Planning and Preparedness for Covid-19 Update • Firefighting in High Rise Buildings 						
2	Background						
2.1	Arrangements for Firefighting in High Rise Buildings						
2.2.1	This inspection by HM Fire Service Inspectorate (HMFSI) examined the Scottish Fire and Rescue Service's (SFRS) arrangements for firefighting in high rise buildings. The adopted definition of such premises as that used by the SFRS in its operating procedure, being buildings in excess of 18 metres above ground level or having five or more floors.						
2.2.2	This inspection into the SFRS Arrangements for firefighting in high rise buildings was a self-directed inquiry by the Chief Inspector, Robert Scott QFSM and involved a number of different methods of evidence gathering and analysis including: - <ul style="list-style-type: none"> • a desk top data review of documents, examination of SFRS records of risk information and a comparison of SFRS firefighting procedures against UK National Operational Guidance (NOG) and with procedures from three other UK FRSs; • face-to-face and virtual interviews and engagement with staff from numerous areas within SFRS and external organisations such as Local Authority and Scottish Government; • information gathering visits including internally to seven Local Senior Officer (LSO) areas and 14 fire stations, visits to accompany crews on five visits to inspect different domestic high-rise buildings, and externally to two large UK Fire and Rescue Services (FRS) outside of Scotland; • observation of role-play exercises including two in an empty high-rise block in Scotland, one to observe the incident support arrangements at the Operations Control and one role-play exercise in a domestic tall building by a UK FRS outside of Scotland. 						

2.2.3	<p>Firefighting was not considered in isolation since this is interdependent on other features and a number of issues are interrelated to firefighting. In particular, the inspection considered issues relating to: -</p> <ul style="list-style-type: none"> • Risk • Fire safety features • Building checks • Risk information
2.2.4	<p>The key findings of the report were categorised under the main headings of: Fire Safety in High Rise Buildings</p> <ul style="list-style-type: none"> • Familiarisation and Risk Information • Building Inspections • Operational Procedures • Training and Exercising
2.2.5	<p>In summary, the recommendations and comments made in the report address some strategic level issues and also some issues concerning detail and practice.</p>
2.2.6	<p>The HMFSI determines that: -</p> <ul style="list-style-type: none"> • SFRS has existing, and in some respect, long standing arrangements for incident command and firefighting at high rise buildings. • following the tragic fire at Grenfell Tower and the impact of the recommendations of the Grenfell Inquiry, SFRS has been a constructive and contributory member in the partnership response in considering issues in Scotland. • whilst SFRS has scope to improve performance and consistency and 8 recommendations have been made, the overall impression of the SFRS regarding firefighting in high rise buildings is principally positive. • the Service is working to progress certain workstreams still in development.
2.3	<p>HMFSI Inspection Reports and Updates</p>
2.3.1	<p>HM Fire Service Inspectorate (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.</p>
2.3.2	<p>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.</p>
2.3.3	<p>Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.</p>
2.3.4	<p>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.</p>
3	Main Report/Detail
3.1	<p>Arrangements for Firefighting in High Rise Buildings</p>
3.1.1	<p>In response to the HMFSI report regarding the Arrangements of Firefighting in High Rise Buildings, attached as Appendix A, a position statement has been prepared. This is attached as Appendix B to provide further detail on our current provisions and to outline actions to address the recommendations.</p>

3.1.2	Once the Action Plan reaches a stage of completion the position statement will be updated against the recommendations. This will detail any improvements made and the current provisions available at that time.
3.1.3	The Strategic Leadership Team approved the Action Plan in March 2023 and recommended that the Service Delivery Committee are responsible for scrutiny of the Plan.
3.2	HMFSI Action Plan Updates and Closing Reports
3.2.1	The SDC is presented with the current Audit and Inspection Overview Dashboard, attached as Appendix C , for noting. This provides high level details of all Actions Plans.
3.2.2	Summarised updates on each of the individual Action Plans that have been scrutinised by the Senior Management Board (SMB) in March and May 2023 are noted below.
3.3	Fire Safety Enforcement
3.3.1	During previous reporting periods, the HMFSI Audit Action Plan for Fire Safety Enforcement was agreed and signed off as complete by members of the Senior Management Board and Service Delivery Committee.
3.3.2	To complete the administrative process, SDC members are now provided with the closing statement from this Action Plan, see Appendix D .
3.3.3	SDC is asked to note the content of the closing statement and agree formal closure of the Action Plan. Closing statements are reflective of the period when the action is completed. As such, processes and positions may have further evolved since that time.
3.4	SMARTEU Reset and Renew Covid-19 Debrief
3.4.1	During previous reporting periods, the SMARTEU Action Plan for Reset and Renew Covid-19 Debrief was agreed and signed off as complete by members of the Senior Management Board and Service Delivery Committee.
3.4.2	To complete the administrative process, SDC members are now provided with the closing statement from this Action Plan, see Appendix E .
3.4.3	SDC is asked to note the content of the closing statement and agree formal closure of the Action Plan. Closing statements are reflective of the period when the action is completed. As such, processes and positions may have further evolved since that time.
3.5	Planning and Preparedness for Covid-19 Update
3.5.1	The update report on the SFRS's planning and preparedness for Covid-19 was provided in December 2020 following a light touch review. The Action Plan was agreed by the Strategic Leadership Team in April 2021 and is attached as Appendix F .
3.5.2	The action plan contains a total of 15 actions. To date, all actions have been completed, with two actions completed within the reporting period.
3.5.3	SDC members are asked to review and agree the following: <ul style="list-style-type: none"> • Actions 3.3.4 and 3.3.13: It is proposed that these actions are closed and marked as complete. The Prevention and Protection Partnership Report document is deemed to have satisfied the requirements set out in the recommendations and action description. There is clear evidence that the recommendation has been given due regard.
3.5.4	If approved by members of SDC, the Action Plan will be marked as fully complete and a formal closing report will be presented to members at the next reporting period.

3.6	Firefighting in High Rise Buildings
3.6.1	The HMFSI report on Arrangements for Firefighting in High Rise Buildings was published in September 2022. The action plan contains a total of 8 actions to address the recommendations raised. The Action Plan is attached as Appendix G .
3.6.2	Progress on this action plan is ongoing. The majority of actions are amber due to a slip in timescales.
3.6.3	SDC members are asked to note the following: <ul style="list-style-type: none"> • Action 2: A revised due date of April 2024 has been proposed to allow an update from the Scottish Government Fire and Rescue Unit to be provided. • Actions 6, 7 and 8: These actions previously did not have defined due dates. A due date of December 2023 has been provided for all three.
3.6.4	The overall RAG rating for this action plan is amber and is estimated at 30% complete. (Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
4	Recommendation
4.1	The SDC is invited to: <ul style="list-style-type: none"> • Note the content of the HMFSI report: Arrangements of Firefighting in High Rise Buildings, attached as Appendix A • Note the content of the position statement attached as Appendix B. • Note the progress of all action plans as presented in the audit and inspection dashboard, attached as Appendix C. • Review the closing statement for the Fire Safety Enforcement Action Plan and agree formal closure, Appendix D. • Review the closing statement for the SMARTEU Reset and Renew Covid-19 Debrief Action Plan and agree formal closure, Appendix E. • Review the Planning and Preparedness for Covid-19 Review Action Plan, attached as Appendix F. • Approve and review the Firefighting in High Rise Buildings Action Plan, attached as Appendix G.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are no risks associated with the recommendations of this report.
5.2	Financial
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications associated with the recommendations of this report.

5.7	Training	
5.7.1		There are no training implications associated with the recommendations of this report.
5.8	Timing	
5.8.1		Each relevant HMFSI Action Plan will be reported to the SDC on a quarterly cycle until completion.
5.9	Performance	
5.9.1		This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.10	Communications & Engagement	
5.10.1		There is no implication associated with the recommendations of this report.
5.11	Legal	
5.11.1		The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire (Scotland) Act 2005.
5.12	Information Governance	
5.12.1		A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.
5.13	Equalities	
5.13.1		An Equality and Human Rights Impact Assessment (EHRIA) is not required for this report. These will be captured by Directorate and LSO EHRIAs.
5.14	Service Delivery	
5.14.1		There are no service delivery implications associated with the recommendations of this report.
6	Core Brief	
6.1		Not applicable.
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan.
8	Appendices/Further Reading	
8.1		Appendix A – HMFSI: Arrangements for Firefighting in High Rise Buildings - Report
8.2		Appendix B - HMFSI: Arrangements for Firefighting in High Rise Buildings - Position Statement.
8.3		Appendix C - Audit and Inspection Dashboard
8.4		Appendix D – Fire Safety Enforcement Closing Statement
8.5		Appendix E – SMARTEU Reset and Renew Covid-19 Debrief Closing Statement

8.6	Appendix F - Planning and Preparedness for Covid-19 Review Action Plan	
8.7	Appendix G - Firefighting in High Rise Buildings Action Plan	
Prepared by:	Kirsty Jamieson, Planning and Performance Officer	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Richard Whetton, Head of Governance, Strategy and Planning	
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification / Comments
<i>Strategic Leadership Team</i>	<i>28 February 2023</i>	<i>For Decision (Arrangement for FF in High Rise Buildings – Initial)</i>
<i>Senior Management Board</i>	<i>19 April 2023</i>	<i>For Decision (Arrangement for FF in High Rise Buildings – Initial)</i>
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Decision (Arrangement for FF in High Rise Buildings – Initial)</i>
<i>Integrated Governance Forum</i>	<i>27 June 2023</i>	<i>For Decision (Arrangement for FF in High Rise Buildings – Initial)</i>
<i>Senior Management Board</i>	<i>15 March 2023</i>	<i>For recommendation (Fire Safety Enforcement & SMARTEU)</i>
<i>Senior Management Board</i>	<i>17 May 2023</i>	<i>For recommendation (Covid-19 and Firefighting in High Rise)</i>
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For scrutiny</i>



HM Fire Service Inspectorate

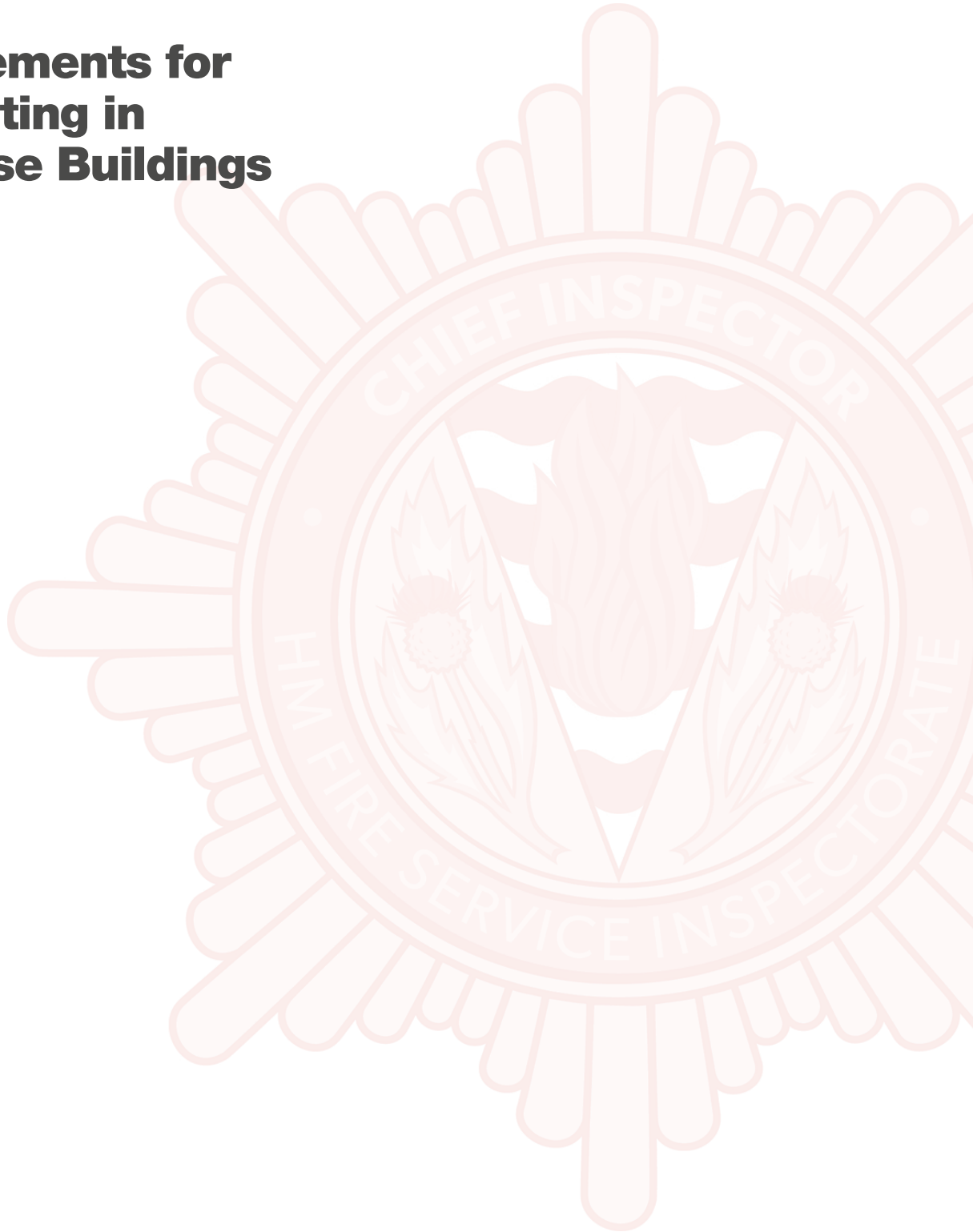
Arrangements for Firefighting in High Rise Buildings



Integrity, Objectivity, and Fairness.

HM Fire Service Inspectorate

Arrangements for Firefighting in High Rise Buildings



Integrity, Objectivity, and Fairness.

Acknowledgements

We are grateful to all those persons that we engaged with during the course of our inspection and who provided us with information and contributed constructively to interviews and during fieldwork.

Laid before the Scottish Parliament by HM Chief Inspector of the Scottish Fire and Rescue Service under section 43C(5) of the Fire (Scotland) Act 2005

September 2022 SG/2022/161

To Contact Us

Telephone +44 (0) 131 244 3275

Email HMFSI@gov.scot

Website www.gov.scot/fireinspectorate

Contents

INTRODUCTION	03
SUMMARY	04
RISKS ASSOCIATED WITH HIGH RISE BUILDINGS	05
FIRE SAFETY IN HIGH RISE BUILDINGS	07
Domestic	07
Lifts	08
Fire warning systems	08
Community safety activity	10
NON-DOMESTIC	10
FAMILIARISATION AND RISK INFORMATION	11
Information displayed	11
Familiarisation (see also Building Inspections)	13
Risk information	13
Operational Intelligence (OI) by mobile data	13
Other record keeping	15
BUILDING INSPECTIONS	17
Domestic buildings	17
Non-domestic buildings	19
Fire safety audit visits	19
Operational Intelligence visits	19
OPERATIONAL PROCEDURES	20
Standard Operating Procedure (SOP)	20
Comment on the SOP document	20
Comment on procedures in the SFRS SOP	22
How the SOP guidance is interpreted and implemented	24
Accessing information while en-route or on arrival at an incident	25
Alteration to procedures	25
Carrying equipment to an upper floor	26
Comparison with firefighting guidance elsewhere	28
Cabling issues	28
TRAINING AND EXERCISING	30
ACTION ON ISSUES	32

FURTHER DEVELOPMENTS	33
New appliances	33
Radio systems	33
National engagement	34
Building Evacuation	34
Fire survival guidance	35
Smoke curtains	35
Smoke hoods	35
Conclusion	35
List of Recommendations	36
Glossary	38
Appendix A	39
About HM Fire Service Inspectorate in Scotland (HMFSI)	39
Appendix B	40
How this inspection was carried out	40
Methodology	41
Appendix C	42
Recommendations for FRSs extracted from GTI Phase 1 Report Chapter 33	42

INTRODUCTION

1. Significant fires in high rise buildings are relatively infrequent; however, due to the construction of these buildings, firefighting can offer particular challenges to the Fire and Rescue Service (FRS). These challenges may include issues involving access, communications, incident command, and potential fire and smoke spread. Preplanning is important. Firefighters need to have a level of knowledge and training in high rise firefighting techniques; and the FRS needs to have suitable equipment, and information and checking systems to reinforce its preplanning.
2. This report is the outcome of an inspection by HM Fire Service Inspectorate (HMFSI) into the Scottish Fire and Rescue Service's (SFRS's) arrangements for firefighting in high rise buildings. For the purpose of this inspection, we have followed the definition of a high rise building used by the SFRS in its operating procedure, being buildings in excess of 18 metres above ground level or having five or more floors.
3. Appendix A contains information about HMFSI, while appendix B contains information on how the inspection was undertaken. This inspection has looked beyond firefighting since firefighting is interdependent on other features and other aspects of FRS work.
4. The recommendations and comments we have made in the report address some strategic level issues and also some issues concerning detail and practice.
5. There is a general trend towards the use of the term 'tall building' rather than high rise. High rise can be interpreted as only applying to domestic buildings. We have maintained the use of the term 'high rise' within our report for consistency, and we use the term generically to apply to both domestic and non-domestic buildings.
6. The devastating fire at Grenfell Tower in London in 2017 resulted in the tragic loss of 72 lives and is the subject of an inquiry under the Inquiries Act 2005. The Grenfell tragedy demonstrated an extreme fire and risk. The report of Phase 1 of the Inquiry into the fire contained recommendations, some of which are directed at London Fire Brigade and some to FRSs generally. The Inquiry's recommendations relative to FRSs are listed in appendix C. The outcome of the fire and the recommendations of the Inquiry were naturally in the mind of our inspection team while undertaking our inspection.

SUMMARY

7. The SFRS has existing, and in some respect, long standing arrangements for incident command and firefighting at high rise buildings.
8. The tragic fire at Grenfell Tower and the recommendations of the Grenfell Inquiry has impacted on the SFRS and on the Scottish Government. The SFRS has been a constructive and contributory member in the partnership response in considering issues in Scotland.
9. In response to ongoing developments, there is a risk that the SFRS gets drawn into arrangements that in part may reflect legislation and risk profiles elsewhere in the UK, and that may not be relevant, or wholly appropriate for Scotland. Some of the issues we mention in the report which involve development or research have been impacted by the Covid-19 pandemic restrictions.
10. While we think that the SFRS has scope to improve performance and consistency and we have made some recommendations, our overall impression of the SFRS regarding firefighting in high rise buildings is principally positive. This acknowledges that the Service is working to progress certain workstreams still in development.

RISKS ASSOCIATED WITH HIGH RISE BUILDINGS

11. In addition to the fire at Grenfell Tower, there have been other serious and challenging domestic high rise incidents in the UK, albeit on a different scale to the Grenfell Tower fire. Firefighters have lost their lives and been injured in high rise fires in the UK.
12. When considering firefighting in high rise buildings, one needs to be mindful of the profile of these buildings in Scotland. One aspect that can affect the firefighting effort required is the height of a building. Scotland does not have the extra-high buildings found elsewhere. Many of the previous domestic blocks with around 20 floors have been demolished.
13. High rise buildings in Scotland are mostly located in the cities and in the towns of the central belt. There are around 770 high rise domestic blocks (private and social housing) in Scotland. There are also high rise buildings which are put to other residential and commercial purposes.
14. The approach taken in Scottish building standards is that high levels of fire separation and containment are imposed within a building containing flats and maisonettes. It is unusual for there to be a need to evacuate the fire floor or the entire building in the event of a fire. The level of fire separation is such that, other than in the flat of fire origin, residents normally remain within their own flat or maisonette. This is termed the 'stay put' approach.
15. However, circumstances may arise in which firefighters consider it necessary to evacuate residents from a number of other flats and, on rare occasions, the entire building. Of course, the potential for fire spread on or within the external wall cladding system, as was so tragically evidenced at Grenfell Tower, must also be considered.
16. There are also some heritage buildings in Scotland which may fall within the high rise definition, but were built long before the high rise fire safety standards described in this report were introduced.
17. Following the Grenfell Tower fire, the Scottish Government set about gathering information and created an inventory of domestic high rise buildings in Scotland which includes construction information. This exercise identified the existence of certain cladding materials and assisted an overall assessment of relative risk. Subjectively, the scale of remediation issues which were experienced in England during the post-Grenfell period, has not been required in Scotland.
18. In high rise domestic blocks in Scotland it is uncommon for a fire to spread beyond the floor of origin. The level of risk in high rise buildings in Scotland is influenced by the existing housing stock and construction standards. Notably, a fire in Garnock Court, Irvine in 1999 spread vertically externally as a result of construction materials. This incident influenced subsequent construction standards.
19. Nevertheless, the Scottish Government has contracted the Building Research Establishment to examine and report on present levels of risk.

20. There are other aspects of research and standards into fire safety and external wall standards and performance. While these are important and subject to ongoing development, they are largely outwith the direct control of the SFRS and we have not specifically examined these issues during our inspection. This includes a single building assessment process¹ which is being introduced in Scotland. It is possible that this process might result in extensive remediation works over the next decade or so. This could have implications for the SFRS for site preplanning. The Service has existing arrangements for engagement and information exchange as part of the single building assessment process and we urge the Service to remain vigilant and adapt as necessary.



Figure 1: High rise offices in Glasgow
Source: HMFSI

¹ Detail available at <https://www.gov.scot/policies/building-standards/single-building-assessment/>

FIRE SAFETY IN HIGH RISE BUILDINGS

Domestic

21. High rise² domestic buildings in Scotland have fire protection and firefighting features which assist and influence the way that the SFRS fights fires in these buildings. Requirements are imposed by building regulations and these have changed over time. Buildings may have features that reflect their age of construction and whether any upgrading has been carried out.
22. Fire safety measures within high rise domestic blocks may include the following:
 - fire-resisting construction between adjoining dwellings and between dwellings and common parts (fire separation) and protecting escape routes
 - lift wells enclosed by separating walls with fire resistance
 - elements of structure capable of supporting and retaining the fire protection to floors and escape routes
 - a firefighting shaft within a fire-resisting enclosing structure, the shaft comprising a firefighting stair, firefighting lobbies, rising main and a firefighting lift:
 - a firefighting stair assists firefighters to access the fire and if necessary escape from the fire in relative safety. The firefighting stair is at least 1m wide (a firefighting stair can also be used as an escape stair)
 - a firefighting lift³ allows firefighters to travel and transport equipment; the lift control and communication system is capable of being controlled by the FRS
 - a firefighting lobby provided between the firefighting stair and the flats on each level allowing firefighters sufficient room to lay out hose and connect hose to the riser outlet
 - a rising main (wet or (dry): this is a pipe installed in a building which is, or can be, charged with water and provides firefighters with a fixed means of providing water for firefighting on upper floors; riser outlets possibly located in a protected lobby, protected corridor or open access balcony, depending on the age and design of the building
 - smoke ventilation arrangements in escape stairs, firefighting stairs, protected lobbies, firefighting lobbies and protected corridors. The smoke ventilators are capable of being opened, closed or shut off by the FRS. The ventilators are actuated automatically by means of smoke detectors in the common space
 - an evacuation alert system (EAS)⁴ for use by the FRS which would enable the FRS to initiate operation of evacuation alert sounders within each dwelling on any single floor, multiple floors and the entire building

2 The SFRS uses a height description for high rise that doesn't exactly match that used in building regulations and in fire safety guidance: we mention this for interest and don't see any implications coming from this.

3 We use the term 'firefighting lift' generically: the technical requirements and the terminology applied to lifts for the use of firefighters has changed over the years and different standards will be in place.

4 This facility first featured as mandatory in 2021.

- storey and dwelling numbering to allow firefighters to orientate themselves within the building.
23. Where there is fire-resisting construction to internal walls, this should include self-closing fire doors with the same fire resistance duration as the wall.
 24. Since 2005, the provision of an automatic fire suppression system is a requirement of building regulations for relevant new work within the building standard high rise criteria.
 25. In some older blocks, an automatic sprinkler system has been installed within the bin store space.

Lifts

26. From a firefighters' perspective, the standard of lift changed in 1986 when lift design was altered to enhance firefighter safety, though there was a lag before these measures became mandatory under building regulations. One of the improved lift features is a facility, whereby, in order to fully open the lift doors, firefighters must maintain pressure on the door control until such time as the door is fully open. If pressure is released before the doors fully open, the travel of the doors is reversed.
27. This type of door system is incorporated for the safety of firefighters, by enabling them to be protected by the lift doors, simply by removal of the sustained pressure on the door control if, for example, firefighters are faced with a fire or smoke as the lift doors begin to open.
28. The SFRS is a joint sponsor for the development of a guide by a leading fire safety consultant. The guide will explain the different lift standards which are relevant to the use of lifts by firefighters. There is good information on these lift standards in the SFRS's PowerPoint training presentation for the Operational Assurance Visit (OAV).

Fire warning systems

29. In blocks of flats, it is normal for there to be a self-contained smoke alarm system in each flat designed to alert the flat occupants. During the course of our inspection, legislation was introduced in Scotland to require a separate system of interlinked smoke and heat alarms in each dwelling. While this legislation is in place, compliance levels in domestic high rise buildings are unknown.
30. During our inspection fieldwork we came across some domestic high rise buildings operated by social housing providers that had a 'stay put' arrangement in place, but had been fitted with a fire warning system in the communal areas. These fire warning systems comprise automatic fire detectors and sounders.
31. Some of these systems have been installed after the Grenfell Tower fire and at a time when new Scottish Government guidance on fire safety in high rise domestic buildings was available as a draft document for public comment. In 2020, after that public consultation, the Scottish Government issued the fire safety guidance⁵ which is relevant to domestic high rise buildings. (the guidance was further revised in 2022). Within the guidance there is a statement "*Rarely will a communal fire detection and alarm system be appropriate for a high rise domestic building*".

⁵ Practical Fire Safety Guidance for Existing High Rise Domestic Buildings; Scottish Government

32. We believe that this general statement in the Scottish Government guidance regarding communal fire warning systems is sensible and consistent with the guidance in British Standard 9991:2015⁶ and the technical handbook for the Scottish Building Regulations. Guidance in other British Standards also advises that communal fire warning systems are not appropriate for buildings with a ‘stay put’ arrangement.
33. In the event of a fire occurring in the common areas, the actuation of sounders might cause residents to leave the comparative safety of their flats and venture into a hazardous environment. The anecdotal evidence in Scotland is that within these buildings in the early post-installation period, it was commonplace for some residents to vacate their flats when the common area fire warning system actuated, but that this practice by residents had reduced with the passage of time.
34. An advantage that we have noted where there is a communal fire warning system, is that there can be an early call to the SFRS. And where the housing provider operates an on-call concierge system, then concierge attendance can be prompt and this can assist the SFRS crews in attendance.
35. The use of evacuation alert systems (as described in para 22) in high rise domestic blocks is now mandatory for new buildings in Scotland, though there are few new-build high rise domestic buildings⁷ constructed each year in Scotland and we did not identify any evacuation alert systems in place⁸.
36. The Scottish Government fire safety guidance anticipates that housing providers will assess the fire risk in their buildings and it seems obvious that retrofitting an evacuation system is something that might be considered as part of the assessment. Having a communal fire warning system with sounders could be a barrier to retrofitting an evacuation system due to resident uncertainty of response where there are multiple systems in place.
37. Fire station crews inspect domestic high rise blocks regularly. The inspection guidance (which we consider later in this report) contains no guidance on what to do where there is a communal fire warning system installed, though the SFRS training material does make reference to fire alarm systems.
38. The Service’s fire safety policy for domestic high rise would benefit from some further development in line with recommendation number 1.

6 *BS 9991:2015 Fire safety in the design, management and use of residential buildings – Code of practice*

7 *High rise as defined in Scottish Building Regulations.*

8 The SFRS has subsequently advised that there are a small number of sites where EAS systems are fitted or are to be fitted.

Recommendation No. 1

The provision of fire safety measures in domestic high rise buildings is of course the responsibility of building owners and others in control of buildings. However retrofitted fire systems may result in implications for the SFRS.

We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of:

- a. fire warning systems, and
- b. SFRS controlled evacuation systems.

This should take into account the suitability of these systems and potential problems and interactions.

Community safety activity

39. The SFRS is proactive in its approach to community safety delivery visits and advice. The Service embarked on fire safety reassurance campaigns after the Grenfell Tower fire in partnership, including leaflet campaign activity. We also saw evidence of ongoing advice being delivered to residents of high rise blocks.

NON-DOMESTIC

40. Fire safety arrangements in non-domestic high rise buildings are similar to those in domestic buildings. There may be compartmentation, and fire separation if multi-occupied, and with evacuation arrangements that will be specific to the premises. Evacuation might be simultaneous, phased or otherwise staged.



Figure 2: Small domestic high rise building
Source: HMFSI

FAMILIARISATION AND RISK INFORMATION

41. Information on building layout, active and passive fire systems, and the ability of residents to self-evacuate, may assist the SFRS in dealing with an incident.
42. Section 9 of the Fire (Scotland) Act 2005 (the 2005 Act) imposes a duty on the SFRS to make arrangements for obtaining information required for the purpose of extinguishing fires and protecting life and property. And section 27 provides power for authorised SFRS employees to gather this information.

Information displayed

43. Some domestic high rise buildings are fitted with on-site external indicator plates. Figures 3 and 4 show this type of indicator plate sited on the exterior of buildings. Indicator plates contain information on physical features of the building and firefighting facilities. This information provides firefighting crews in attendance with important detail in relation to the layout of the building and can influence the firefighting techniques employed.
44. The provision of indicator plates in Scotland initially occurred in the Strathclyde Fire Brigade area. After the formation of the SFRS in 2013 the plate was adopted as a standard by the new service. During our fieldwork, indicator plates are still in the process of being introduced in some parts of the country.
45. We approached this inspection with the inductive approach that mobile data was a more important aspect of risk information, but we have concluded that mobile data and indicator plates serve a separate but related purpose and we see the strong benefit for external marking. The feedback that we received from fire station-based personnel is that the external indicator plate is an extremely useful reference facility which can be easily and quickly consulted.



Figure 3: High rise external indicator plate in place
Source: HMFSI

46. In some areas where indicator plates were not used in legacy Service areas, they have been purchased by the SFRS and provided to building owners to fit. There is a mixed picture in private sector blocks: in some areas there are no plates on private sector blocks. In some cases, there has been reluctance by private sector owners to fit plates.
47. We think that the responsibility to mark domestic high rise buildings should be a duty imposed on building owners, similar to the duty already imposed to maintain fixed firefighting equipment and facilities. There may also be scope to expand the marking system to non-domestic buildings.



Figure 4: Indicator plate in place on the block shown in figure 2
Source: HMFSI

Recommendation No. 2

We believe that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners.

We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006).

(This recommendation, albeit somewhat indirect, is made to the SFRS given that the statutory power of HMFSI facilitates the making of recommendations only to the SFRS).

48. In addition to external markings, those domestic buildings with wet risers have specific data sheets fitted by the Service within the riser inlet cabinet. This is useful information regarding operation of the system and particularly for crews who might not be otherwise familiar with the system or building.
49. Non-domestic high rise buildings containing fire engineering or complex arrangements may have diagrams, plans or instructions displayed internally. This provision might be ad-hoc and will not necessarily relate to the fact that a building is high rise.

Familiarisation (see also Building Inspections)

50. The Service's Standard Operating Procedure (SOP) for firefighting in high rise buildings⁹ (which we consider later in this report) includes information on familiarisation and visits to high rise buildings. There is reference to the following.
- Personnel should be familiar with high rise risks within the fire station area and neighbouring areas with regular visits for gathering and review of operational intelligence (OI)
 - Quarterly inspection of multi-storey flats partly for familiarisation
 - Periodic familiarisation visits to high rise buildings containing flats, which have features that may be unfamiliar to crews
 - In relation to ventilation, carry out site specific visits to high rise buildings in the fire station area, as part of a training programme
 - Regular visits and OI gathering are essential
 - Imperative that site exercises are carried out
 - Quarterly inspection schedule determined by Fire Safety Enforcement Officer (FSEO)
 - Stations that have no high rise premises will undertake crossover visits to high rise buildings for which they are included on the first attendance.
51. The existence of this information sits awkwardly in the SOP when there are already separate documents covering familiarisation, visits and training, and there is overlap and potential for contradiction. We think that the SOP should contain only operational procedures and that other content about familiarisation and visits should be removed and dealt with in the existing documents that already cover these subjects. Our experience is that the familiarisation requirements contained in the SOP are inconsistently applied. (We have an overall recommendation relating to the SOP later in the report).

Risk information

Operational Intelligence (OI) by mobile data

52. The SFRS has a standard procedure for OI. This includes gathering information, holding information for future reference and familiarisation visits by crews. The method of accessing information is by the use of mobile data using dedicated hand held tablets carried on each fire appliance or otherwise available. The OI system is used for holding site-specific information and for generic guidance.
53. This system is used by the SFRS for the provision of information on high rise buildings. In a few instances we noted that information is additionally carried as a laminated sheet in some SFRS fire appliance cabs.

⁹ SFRS, *Standard Operating Procedures – High Rise Buildings*; version 2; July 2020

54. There are two factors that we think are relevant. Firstly, this is not a new duty: gathering information on premises is a long standing duty on the Fire and Rescue Service so there could be an expectation that there will be legacy records available. Secondly, the SFRS OI procedure was introduced in 2018 as a new system with an associated workload, and implementation has been interrupted by Covid-19 restrictions.
55. The Grenfell Tower Inquiry (GTI) Phase 1 report¹⁰ contained recommendations on the storage and access to electronic plans.
56. HMFSI carried out a thematic inspection on operational risk information in 2018 and subsequently issued a report¹¹ containing a number of recommendations for the SFRS.
57. The SFRS OI system is contained in a number of different documents. The OI framework document identifies the types of record that might be held in terms of graphics and contains an inspection frequency based on risk level. Frequency of visit is 1/2/3 or 5-yearly. However an OI record is mandatory for 'high rises'. We think the use of the generic term 'high rises' in the document lacks some definition.
58. One of the graphics categories in the OI framework is called a 'Fire Service Response Plan' (FSRP) – this is a 3-dimensional image of premises and is standard for premises within an OI inspection programme.
59. Given that the SFRS standard is for OI to be recorded for all 'high rises', coupled with the focus on high rise information which followed the Grenfell Inquiry report, we were surprised to find that the SFRS does not have all the domestic high rise buildings recorded on its OI system. There are different interpretations in place. Our experience is of course a sampling exercise, but there is an inconsistency and differences between Local Senior Officer (LSO) areas. Some areas have no information recorded, others have good information, and in one case the information is available, but not on the OI system.
60. We examined some of the risk information recorded on the OI system for a number of domestic and non-domestic high rise buildings at each LSO area that we visited, where they were available:
 - the records commonly comprise two dimensional layout plans and associated information
 - a small number of layout representations are difficult to understand and are suited to interpretation by persons with an existing awareness of building layout
 - some OI records are well structured and contained good information
 - some records contain legacy TIPs (Tactical Incident Plans).

¹⁰ [Phase 1 report Grenfell Tower Inquiry](#)

¹¹ HMFSI; *The Scottish Fire and Rescue Service's arrangements for the provision of Operational Risk Information*, 2019

61. We are impressed by the records available in one LSO area (a city with a challenging portfolio of property types) and the work that was underway there to develop and record suitable OI records. However the provision of OI records on the tablet device is inconsistently applied throughout the Service.
62. Generally, fire station-based personnel have a good level of knowledge of local domestic high rise buildings as a consequence of the visit frequency and there is less importance placed locally on the information available on OI records. In practice, the usefulness of OI information may be greater to incident commanders and attending crews that are unfamiliar with the building.
63. Where there is information regarding cladding systems, this can be recorded on the OI system and we saw examples where this type of information was in place. The Service has placed the information on cladding systems available from the Scottish Government's high rise inventory, onto the emergency notes page¹² of relevant OI records.
64. Where the SOP cannot be followed at a particular domestic high rise building, a summary of the variation has been placed on the emergency notes page of relevant records.

Recommendation No. 3

The SFRS should review its expectation regarding the recording and use of OI for high rise buildings and take steps to implement a standard approach.

Other record keeping

65. The GTI Phase 1 report contains recommendations related to the provision of an external Premises Information Box (PIB) containing relevant information on the building and occupants.
66. In Scotland there has not been a strong tradition on the use of PIBs. There are other requirements and recommendations to provide plans contained in legislation and guidance such as:
 - the requirement for underground railway stations to have an accessible plan
 - the recommendations in British Standards for layout and similar information for large or complex or underground buildings
 - the display of zone plans in buildings with fire warning systems.
67. We came across situations where housing authorities in Scotland are considering whether PIBs should be located on their housing blocks. And the Service's guidance for OAVs includes checking any plans and information in a PIB (if available).
68. The provision of paper plans could in some ways be seen as a low-tech approach, when every SFRS fire appliance in Scotland is equipped with a tablet to hold mobile data. Of course paper plans could be seen as a back-up arrangement in the event of equipment failure.

¹² Each OI record can have an emergency notes page which automatically displays when the record is accessed.

69. One of the more difficult aspects of the GTI recommendation is for owners and managers of high rise residential buildings to provide Personal Emergency Evacuation Plans (PEEPs) for occupants with reduced mobility.
70. It is difficult to see how a system of PEEPs could be effectively put in place, resourced, and maintained accurately due to the number of practical difficulties involved in domestic blocks.
71. A PEEP is a formal process normally applied in respect of non-domestic premises where a person's assistance needs are assessed and arrangements put in place, often by an employer. However the situation in a domestic environment is different. In most domestic settings there is no assistance immediately available. The equivalent of a PEEP in a domestic situation has been described as producing a 'rescue plan' rather than an 'evacuation plan'.
72. While this recommendation was not directed at the FRS, a PEEP scheme could have major issues for the SFRS. If this type of information was available, how would it be accessed and used by the SFRS? Traditionally, the SFRS has held information on personal risk factors such as where there is a hoarding risk or medical oxygen is in use; when it becomes aware of these, the information would be available to the incident commander at a fire.
73. The UK Government issued a consultation on the provision of PEEPs in high rise buildings and it has been a complex and controversial issue. In June 2022 subsequent consultation was issued under the description 'Emergency Evacuation Information Sharing'.
74. The SFRS is a joint contributor to research work being undertaken by a contractor which may impact on high rise. This is a project examining the potential for a technological recording system for recognising whether persons who have previously been identified as in need of assistance, are present in a domestic building. The proposal is to use time and presence technology to display on a screen, accessible only to the fire and rescue service, information on whether these residents had left the building or are still within the block. The contractor is hoping to carry out trials of the system in some existing buildings.

Recommendation No. 4

The SFRS should develop its own policy on the suitability of 'Premises Information Boxes' for high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings

BUILDING INSPECTIONS

Domestic buildings

75. The SFRS has a quarterly inspection programme¹³ for high rise domestic buildings termed an OAV and the purpose of the inspection is twofold:
 - to give personnel familiarisation, and
 - to check dutyholder compliance with fire safety.
76. The 2005 Act provides that dutyholders (principally owners in the case of domestic buildings) require to maintain their premises and any facilities, equipment and devices provided in respect of the premises for the use by or protection of firefighters.
77. The procedure for visiting domestic high rise buildings for quarterly inspections is detailed in a SFRS document 'Operational Assurance Visit Procedure for Multi-storey Flats'.
78. The procedural document is complemented by a component of the SFRS training programme on OAV. This training component is a 64-slide PowerPoint presentation on the training for operational competence (TfOC) programme incorporating some photographs and videos. The training component is to a very good standard.
79. The OAV procedural document content refers to obtaining information and checking compliance. It references the SOP as the requirement for an OAV. There is a quarterly visit frequency with annual validation, and explanation of the legal background, a standard checklist, examples of defects and outcome-dependent standard letters.
80. The Service also uses a similar term Operational Reassurance Visit (ORV) to describe a different type of visit to different premises types. The terms OAV and ORV are at times confused by SFRS personnel.
81. During our fieldwork visits, we found that domestic high rise inspections are scheduled and monitored in line with the standard procedure for the quarterly inspections. Fire station-based personnel follow this procedure diligently – to the extent of their knowledge. We saw this at first hand while accompanying crews on their visits. Scheduling and monitoring is generally good.
82. The inspection is normally undertaken by a single pump crew, though we did find one location where the inspection is undertaken by the same single RDS crew member. In the latter situation an annual crew familiarisation visit is undertaken. And in one RDS-crewed fire station we visited, the OAV is undertaken by a whole-time crew from a nearby fire station.
83. The frequency of visits means that local crews are likely to have an awareness of the layout and features of domestic high rise buildings in their station area due to attendance at previous visits.

¹³ The SFRS's OAV programme was temporarily interrupted by Covid-19 restrictions.

Good Practice

The approach in one city is that OAV inspections are scheduled on a city-wide basis rather than fire station area. This allows greater crew familiarity and it works well at that location.

There may be scope to adopt a similar approach in other areas.

84. The involvement of FSEOs in the OAV scheduling and processing varies, depending on local practice. In some cases FSE staff vet the completed inspection reports while in other areas, reports are issued without FSEO involvement. We received mixed views about local processes and whether the involvement of FSEOs was a good use of resources. Regardless of local practice, there was good local liaison.
85. In one city, FSEOs have an annual accompaniment of a crew during one of the OAVs for each building on the programme. This works well and offers good information exchange and liaison, but is not necessarily transferable to other areas due to the level of resources, workload constraints, and the number of buildings on the inspection programme.
86. Some fire station areas have a large number of domestic high rise buildings and consequently personnel based there have a relatively high workload in relation to the inspection of those buildings. In one location this was described to us as impinging on the time available for firefighters to maintain specialist training.
87. We found that generally fire station personnel have a good level of knowledge of the layout and most features of domestic high rise domestic buildings in their area. The Service also has a means of communicating issues and learning that arise from fires and inspection work and we saw evidence of this in respect of fire spread and compartmentation issues for high rise buildings.
88. The high rise SOP suggests that LSOs have discretion regarding which buildings should be included in the high rise flats inspection programme, though there is separate guidance regarding OI and OAV. A proposal to introduce a risk-based approach which would have led to a reduced inspection frequency for some low risk private sector buildings in one LSO area did not progress.
89. It is understandable that the SFRS would not wish to reduce¹⁴ the OAV frequency in the post-Grenfell period when there was uncertainty regarding constructional issues and until the learning from the GTI was available. The SFRS now has an improved awareness of risk and learning.

Recommendation No. 5

The SFRS should reconsider the introduction of a risk-based OAV inspection frequency, in line with what exists for fire safety audits and OI inspections generally, where appropriate.

¹⁴ That said, Covid-19 restrictions did cause OAVs to be suspended for a period

Non-domestic buildings

90. There are two ways that SFRS personnel may inspect non-domestic high rise buildings:
- if the building is on the SFRS fire safety audit programme, it will be visited by SFRS enforcement staff to carry out an audit of compliance with fire safety law
 - if the building is on the OI schedule, it will be visited by fire station-based staff for the purpose of information gathering and familiarisation.

Fire safety audit visits

91. Fire safety audits are carried out on a risk-based frequency which can be from annual up to once every five years. But where a building is not on the audit programme, it will not be visited unless a specific need arises. This risk-based frequency is principally determined by the use of the premises and the degree of assessed risk to the building occupants.
92. Part of the fire safety audit process involves checking whether firefighting facilities are being maintained. However the potential risk to firefighters is generally not a factor which influences the assessment of risk for inspection scheduling.
93. Office buildings are generally considered to have a relatively low risk in terms of fire safety and consequently high rise office buildings will be unlikely to feature in an audit programme. On the other hand, non-domestic residential buildings have a higher perceived level of risk and will likely have a scheduled audit visit frequency.

Operational Intelligence visits

94. SFRS policy is for visits for OI purposes to be carried out in line with policy documents. These specify a visit frequency in terms of risk.
95. The familiarity that crews may have regarding domestic high rise buildings, is not matched in non-domestic high rise buildings due to some high rise buildings not being on the OI inspection schedule, and therefore not subject to OI visits. And for those that are on the OI visit schedule, there is a less frequent visit requirement than for high rise domestic buildings.
96. Some non-domestic high rise buildings have fire safety features and systems that are unique and 'fire-engineered'. It is useful for the SFRS to hold information about the provision and functioning of such features and systems. We identified that the SFRS does not hold OI information for all fire-engineered high rise buildings.

OPERATIONAL PROCEDURES

97. Firefighting in high rise buildings can be resource-intensive and physically demanding. To facilitate this, the SFRS sends more fire appliances to reports of fire in mainland high rise domestic buildings, than would normally attend at other reported dwelling fires.
98. The SFRS uses a system of SOPs which contain procedures for dealing with different types of incident or scenario. The SFRS procedure for firefighting in high rise buildings is contained in a SOP. We considered two aspects of the high rise SOP:
- suitability of the document, and
 - suitability of the procedures contained within the SOP
99. There are some Ministry of Defence (MOD) operated high rise buildings which would require a different approach from the SFRS and a need for the Service to have specific liaison, engagement and preplanning with the MOD FRS. While we mention this for background, we did not explore these arrangements in our inspection.
100. There is also at least one high rise domestic building on an island and for which, parts of the SOP will not necessarily apply to. In such situations a local solution, or an adaptation to the SOP based on the specific circumstances, is appropriate.

Standard Operating Procedure (SOP)

Comment on the SOP document

101. The SFRS has acknowledged the need to amend or change its procedural documents, including SOPs. One of the challenges with written procedures is that firefighters can be swamped by the length of documents and breadth of information contained within. The Service has commenced a Document Conversion Programme and in 2021 carried out a staff survey to obtain feedback on existing documents. Consequently the high rise SOP is subject to revision by the Service to streamline the document. We examined the existing high rise SOP since it was the version in force at the time of drafting this report. We are mindful however that the Service may already have some of the content issues we mention below in hand.
102. The feedback we received at fire stations regarding the SOP referenced the suitability of the document and comment on the procedures that the document imposes. The feedback regarding the document was predominantly in line with our view that the document is over-lengthy and would benefit from a different structure.
103. The suggestions that were made to us for improvement included reducing the size of the document and structuring the document into a 'need to know'/'nice to know' split.
104. The SOP contains procedures for different scenarios in a high rise building. The procedures include:
- a standard building firefighting procedure for a fire within the lower floors of a high rise building

- a standard high rise firefighting procedure and guidance for a fire on an upper floor
 - a predetermined modified firefighting procedure for a fire on an upper floor in a building where it is known that the standard procedure cannot be applied and a unique, site-specific procedure, is then established
 - an investigation procedure where no firefighting is anticipated
 - a procedure for fires in chutes and lift rooms.
105. We think that there is scope for the document to be amended to improve consistency in the extent to which the procedures are offering an incident commander guidance or whether there is compulsion of actions. Terms like ‘potentially applicable’ and ‘considerations’ sit alongside actions which are described in a mandatory way: ‘shall’, ‘should’, ‘as soon as possible’. While it is appropriate for any procedure to contain a combination of mandatory actions and discretionary actions, the effect here is one of uncertainty or contradiction.
106. There are a number of fragmented and unclear references in the SOP to information gathering and familiarity. Given that there are separate SFRS procedures for information gathering and familiarity visits, we think that there is scope for rationalisation in the SOP to aid clarity.
107. The guidance in the SOP advises that when a crew arrive at an incident, the external indicator plate should be consulted, and if there is no plate then OI should be consulted. This is contradictory to the aide-memoire in the SOP which advises that OI should be consulted while the crew are en-route to the incident.
108. The concept of compartment failure could be important in operational decision-making. The SOP contains evacuation criteria relevant to ‘compartment’, but compartment is undefined in the SOP. While ‘compartment firefighting’ is a generally used and understood term, it is likely to mean different things in different buildings. We think some of the references to ‘compartment’ in the SOP regarding domestic high rise needs a specific description or definition.
109. There is a description of the delay that would occur if the first fire appliance attending has a crew of four or if there is a delay in the attendance of the second fire appliance to attend. We think that the emphasis on four is incorrect. A first-attending fire appliance with five crew would be in a similar situation, with the crew carrying out preliminary activities and waiting for a second appliance to attend to fully put in place the system of work.
110. The following bullets list some other issues we noted in the document:
- Reference to Fire Survival Guidance (FSG) could be expanded to aid understanding, the term is undefined.
 - There is guidance on the scenario of wet riser failure and a desired water pressure when charging a riser is specified. There is no similar guidance for normal charging of a dry riser.
 - There is a description which suggests that being presented with a developed fire and persons reported on arrival is a situation that a ‘short crew appliance’ could be faced with. In fact any combination of attendees could encounter such a scenario.

- There is a reference to keeping smoke from the ‘firefighting lift shaft’ that should read ‘firefighting shaft’.
 - The single use of the term ‘firefighting lift’ is inconsistent with the other 64 references in the SOP to lifts.
 - There is reference to high rise premises designed to contain a fire within the room of origin. We think this generally incorrect other than perhaps for those buildings fitted with an automatic suppression system. The reference should be to the flat of origin.
 - There are references in the SOP to fire division, and wet riser threshold that are out of date, and reference to legislation that was repealed many years ago.
111. When compared to some of the guidance used outside of Scotland, the SFRS document is written in a very prescriptive way. We think that the structure and content of the SOP has scope for improvement.

Recommendation No. 6

We are mindful that a general document conversion programme is in progress and that rewrite of the high rise SOP by the Service is well advanced.

The SOP rewrite should consider the issues we mention in this report to improve its usability for the end users.

Comment on procedures in the SFRS SOP

112. The initial firefighting action for an upper floor fire includes four personnel ascending together by lift with BA ‘under air’ to a bridgehead position at least two floors below the reported fire. Two firefighters are then committed to fighting the fire in BA with water supplied from the riser from the floor below the fire. The other two personnel who had arrived with the firefighting team (the lift operator and the Fire Sector Commander (FSC)) then return to the ground floor (or access level) by lift and remove their BA (though of course there is scope to have a pre-determined alteration to this procedure due to building constraints).
113. The return of the FSC to the ground floor to remove BA leaves the firefighting team without close support or assistance until someone returns to or arrives at the bridgehead.
114. The fact that the four personnel are in BA ‘under air’ is designed to offer respiratory protection in the event that fire or smoke is unknowingly affecting the lift arrival floor. This part of the procedure is prescriptive and has its origin in a firefighting incident that occurred almost 20 years ago, following which the Health and Safety Executive issued an Improvement Notice to the then Fire Brigade to provide a safe system of work.
115. The reason for the FSC’s return to the access floor is to remove BA and return the personal tally to the BA entry control. After this the FSC returns to the bridgehead and the Breathing Apparatus Entry Control Officer (BAECO) relocates to the bridgehead.

116. Personnel generally raised issues with ourselves regarding this part of the SOP. The Service has an Operational Assurance process whereby issues that arise from exercises, training and incidents can be reported on and action taken where appropriate (and we saw good examples of this relative to high rise incidents and training). However the issues raised are more generic and not issues likely to be raised through the Operational Assurance process.
117. The initial procedure in the SOP is emotive for station-based personnel and we received suggestions for change, such as:
- the procedure should not be delayed if only three firefighters are initially available to ascend, and a firefighter team leader could make the decision about suitability of bridgehead
 - the FSC should be able to remain at the bridgehead rather than return to the access level.
118. Generally, SFRS crews consider that the procedure works well in areas where the weight of resources is in attendance promptly. In other areas or situations it can be challenging and put the incident commander under pressure and in a dilemma. First attending crews could be placed under psychological pressures by being unable to attempt rescue or search if the incident is serious or is 'persons reported'. (The SFRS has a rapid deployment procedure in section 6.2.4 of the SFRS's BA POG (Policy and Operational Guidance) but this cannot be used with this SOP).
119. While the initial attending incident commander always has the potential to use operational discretion where relevant, delay to supporting appliances is not unusual and is foreseeable, therefore such a situation is outside the scope of operational discretion.
120. The firefighting procedure in the SOP is prescriptive and removes a level of risk assessment and decision making from the incident commander. None of the high rise procedures that we examined from other FRSs contained this level of prescription.
121. One of the issues that the Grenfell Tower fire has highlighted is the requirement for FRSs to have in place procedures for partial or full evacuation of tall buildings in the event of significant failure of the building. Evacuation planning is an evolving area as identified elsewhere in the report and the SFRS has introduced some evacuation related content into the SOP. As the Service updates its procedures there is scope for developing the SOP to reflect the Service's evacuation arrangements and associated record keeping.
122. The SOP, having being written principally for domestic premises, would benefit from consideration of the range of issues that may apply to non-domestic high rise buildings. For example, there may be unknown potential issues with the availability, performance and use of lifts in non-domestic premises out of hours. And conversely, the information available while attending an incident in some other buildings, for example a high rise hospital, may be good and reliable to inform a course of action.

How the SOP guidance is interpreted and implemented

123. Commonly, there are local arrangements in place in relation to attendance sequencing and allocation of tasks.
124. Reportedly, the investigation procedure contained in the SOP is commonly used where a concierge is already in attendance and there is good information from CCTV.
125. During the course of our inspection we tested the awareness of personnel on the content of the SOP. The knowledge displayed was good but given that most of our visits were pre-announced, this could be expected as a consequence of pre-visit preparation. However, during one unannounced visit we experienced awareness that did not match the high standard experienced at other venues.
126. During our visits we engaged separately with Crew Commanders and Watch Commanders and it was evident that those role holders are generally knowledgeable in high rise procedures and issues and often have strong views on the subject.
127. We have identified earlier in the report that the SOP has a mixture of discretion and compulsion of action. We found that the procedures are generally interpreted as prescriptive.
128. Some Crew and Watch Commanders interviewed describe a moral dilemma where they are the incident commander and the initial attending crews cannot proceed to the fire to commence firefighting and searching until additional resources attend.

Recommendation No. 7

The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise SOP, taking into account the different levels of risk and by factors such as modern lift protection, smoke hood availability, automatic suppression systems, and information from cameras and attending staff.

Accessing information while en-route or on arrival at an incident

129. We have highlighted in some previous inspection reports that crews rarely use the OI tablet to access risk information and that the familiarity of operational personnel with the system varies greatly. Once again, we evidenced this during the fieldwork element of this inspection. Some staff are very comfortable and proficient using the tablet and the system, while others are less proficient.
130. The functionality of the SFRS OI system tablet contains features that are a barrier to its use by initial attending crews. Even though the SOP instructs reference to the high rise aide memoire while en-route, this is not followed by personnel. Incident commanders that we spoke to were quite clear that accessing the tablet en-route is impractical for most attendance journeys.
131. In some respects, personnel considered that the previous vehicle mounted data system had more functionality than the tablet. We received a number of suggestions for features which might encourage the use of the tablet and improve functionality, such as easier log in, link to mobilising system, automatic display of premises information, display of route information. Some of these issues are explored in-depth in our thematic inspection report on OI¹⁵.

Alteration to procedures

132. Where a standard procedure cannot be applied, such as where there is a lift capacity restriction, or where in maisonette flats a bridgehead may be four floors below the fire floor, it is an obvious preplanning approach to set out what the alternative procedure is. The high rise SOP advises that in such a case OI should be created and a 'Fire Service Response Plan' should be produced. This offers some contradiction because the creation of OI is a requirement for all domestic high rise, not only for situations where the SOP procedures cannot be fully applied. (Though as we have seen, this is not necessarily the practice).
133. We have to conclude that the term 'Fire Service Response Plan' means different things in different documents. In the Service's OI guidance 'Fire Service Response Plan' is a coloured 3-dimensional representation of a building, and it is required in nearly all cases where OI is recorded. In the high rise SOP, the term 'Fire Service Response Plan' is clearly used to describe a pre-determined variation to a standard procedure. And within the Service's TfOC module there is reference to a 'Tactical Incident Plan' as a document that can be referenced en-route to an incident.
134. From a practical perspective, the use of a pre-planned alternative is well understood within the Service, but interchange of language can be confusing, and standardisation of terminology will assist with consistency and common understanding.

¹⁵ *ibid.*

Carrying equipment to an upper floor

135. Firefighting on an upper floor requires appropriate equipment to be taken up with the firefighters. This equipment is normally contained in a box stowed on the appliance and which is handled by firefighters and then placed in the lift with the initial ascending team. Often firefighters require to stand on the equipment in the box while in the lift due to the lift dimension. In some locations, bags are used instead of a box.
136. The box contains hose and other equipment. The hose can be on the roll or flaked, personnel have individual preferences which doesn't necessarily match the local practice. A legacy high rise box which contains flaked hose is shown in figure 5.



Figure 5: Legacy high rise equipment box in SFRS (with flaked hose)

Source: HMFSI

137. The SFRS introduced a new standard box of greater capacity. Some high rise buildings have relatively narrow staircases and landings and the new boxes are difficult to manoeuvre in some buildings and in some cases are therefore not in use. We witnessed the substantial effort required by crew members carrying a new-style box containing equipment between floors at an exercise.
138. The physiological demands on firefighters is an important factor in high rise firefighting and has been the subject of academic study. High rise boxes containing equipment are carried from the appliance to the lift. One of the principles of manual handling is to avoid lifting where possible and appropriate; we are therefore surprised that the new boxes are not fitted with wheels.
139. In one LSO area, boxes are carried empty on the appliance and filled on arrival at the incident. Elsewhere the box is stowed on the appliance already filled.

140. Other UK FRSs often use a combination of a backpack (see figure 6) with other equipment carried separately. The hose is in the form of a Cleveland lay¹⁶ which lends itself to being carried over the shoulder. Elsewhere in the UK some firefighters advocate the Cleveland lay as easier to deploy in a high rise building and also easier to carry.

Recommendation No. 8

The SFRS should review its arrangements for transporting equipment for high rise firefighting with a view to introducing an arrangement which is physically less demanding than the existing arrangements.



Figure 6: Backpack for high rise equipment used in another FRS
Source: HMFSI

¹⁶ Cleveland lay comprises flaked hose with carrying loops.

Comparison with firefighting guidance elsewhere

141. National operational guidance for firefighting in tall buildings is issued by the National Fire Chiefs Council (NFCC)¹⁷. The national document contains considerations and general guidance rather than prescriptive actions.
142. There is a reference in national guidance to Stairway Protection Teams, whose function may be assigned to the 'Fire sector' then assigned to the 'Search sector'. While the SFRS adopts the national sectorisation model for incident command it does not operate a stairway protection equivalent.
143. We are aware of developments in some FRSs in England regarding the potential for firefighters to move above the bridgehead wearing BA but not 'under air'. This has been a disputed issue and has led to challenge from the Fire Brigades Union. At the time of writing this report there was no plan for the SFRS to adopt such an approach. Some comparison between the SFRS procedures and other UK FRSs is made earlier in the report. While this has not been a topical issue in Scotland, we may revisit this aspect of high rise firefighting procedure if relevant developments or changes occur in Scotland.

Cabling issues



Figure 7: Dislodged cabling
Source: SFRS

17 <https://www.ukfrs.com/nog>

144. Cable entanglement is a risk to firefighters where surface mounted cable is not held securely and can become loose due to heat. While it is not an issue that is unique to high rise buildings it has been a factor in some previous high rise fires. There have also been issues with riser shafts being used for installing telecom cables and subsequent compartment breaches.
145. Entanglement risk has been well identified by the Service. BA Sets have entanglement protection incorporated within them and BA teams carry wire cutters. The SFRS has run entanglement courses using custom-built entanglement training rigs at training establishments, and provided guidance on how to use cutters.
146. The potential for cable entanglement is checked during the OAV but this can only be checked in communal areas.
147. During our fieldwork we were made aware of two occasions where there were issues with cabling in high rise buildings which were then raised locally by the Service.
- a. An entanglement risk in a flat fire due to unsupported cabling (see figure 7). The SFRS raised this with the housing provider.
 - b. An issue with inappropriate telecom cabling discovered during an OAV. The SFRS raised this with the telecom provider.

Good Practice

The SFRS has been proactive in its approach to addressing entanglement risk and it is reassuring to see that SFRS staff are aware of the hazards presented with regard to cabling and actively taking steps to address any areas of concern observed during OAVs and at incidents.

TRAINING AND EXERCISING



Figure 8: SFRS appliances at a high rise exercise
Source: HMFSI

148. New firefighter entrants to the Service receive technical and practical training on high rise firefighting which includes a physical visit to premises.
149. The SFRS made a substantial change to its ongoing training programme for firefighters in April 2022. Prior to this change, ongoing training of operational staff included a competence framework containing a number of modules to be undertaken at set frequencies. The programme was made up of:
 - 12 core skills module to be completed over 12 months
 - 12 standard modules to be covered over 36 months
 - 24 advanced modules tailored to each station risk profile

150. One of the advanced modules was high rise firefighting and this was delivered on a three-year rolling programme in wholetime fire stations and in those RDS-crewed stations where the crew might be expected to form part of the attendance at a high rise incident.
151. LSOs were responsible for the programming of training in their area and this resulted in different schedules and a lack of consistency across the country regarding topics being covered at the same time. Among other things, this had an impact on the introduction of new or amended procedures.
152. In the new system, training topic scheduling is aligned across the country. Some of the former modules have been combined to create a single topic, reducing 36 modules down to 24. The high rise module has been subsumed into a new firefighting module with wider scope.
153. The programming of topics is undertaken on a quarterly basis by an Operational Competency Strategy Group (OCSG), following consultation with Directorates. The OCSG works six months ahead and, through consultation, will agree on what emerging risks, new equipment or procedures need to be covered.
154. Following on from its research, development and testing, the Service plans to introduce new procedures relative to building evacuation, smoke hoods and smoke curtains – each of which will be relevant to high rise firefighting. The new training system will allow these changes to be introduced in a more structured and efficient way than the previous system would have allowed.
155. Training packages for Operations Control staff and for Flexi Duty Officers are being reviewed to refresh them and align them with those intended for firefighters. The alignment of schedules will enable easier participation for those staff to form part of an exercise or training session.
156. The high rise SOP contains a general desire to conduct on-site exercises and describes the same as imperative. But there is little further guidance and no prescriptive expectation is offered in that document. Within the previous training programme, a simulated high rise exercise could be a 3-yearly event. Under the new system, LSO areas can decide how frequently high rise exercises are carried out, and this would be scheduled into the programme.
157. In one LSO area we visited, there are three high rise exercises undertaken per year, organised on a geographical basis.
158. Two of the SFRS's three training centres have a training building that can be used for simulated high rise training. There have been ad-hoc arrangements when the Service has taken the opportunity to hold an exercise in a high rise building which is unoccupied prior to demolition. The SFRS has also been undertaking high rise exercises to test and develop evacuation techniques.
159. Flexi Duty Officers are expected to undertake an incident command re-accreditation after three years. A range of incident scenarios are used as part of this process but there is not currently a scenario for a high rise fire; we were advised that the incident command assessment team have plans to develop such a scenario. A high rise scenario virtual table top exercise was trialled in September 2021. We spoke with a number of attendees and their experience was very positive in respect of the learning benefit.

ACTION ON ISSUES

160. The SFRS has had a major focus on cladding issues and a good awareness. The Service issued a briefing to its staff regarding buildings where there were fire related issues with cladding, and generally followed national guidance that was produced. Some blocks of flats were the subject of specific action, which included the introduction of a 'waking watch', due to the type of cladding system in place. Site specific procedures were put in place and the situation was well monitored by the SFRS with a view to safeguarding residents and workers while remediation was carried out.
161. The Scottish Government approach following the Grenfell fire and in response to the GTI Phase 1 report is well documented on the Scottish Government website¹⁸. The Scottish Government adopted a partnership approach¹⁹ when examining the Phase 1 report. The SFRS was involved in this partnership approach, along with representatives from Scottish Government, Building Standards, Safer Communities, Housing and other agencies. The SFRS was tasked with considering those recommendations in the GTI Phase 1 report that refer to FRs.
162. The SFRS assessed those GTI recommendations, and created a gap analysis and action plan. The Service created its own working group to action these issues along with separate issues identified by London Fire Brigade. The progress of the internal group along with the progress of the wider Grenfell related partnership work was the subject of regular updates to the SFRS management and Board.
163. The Service is a member of a Scottish Government partnership working group on Phase 2 of the GTI and has established its own 'High Rise Continuous Improvement Group' to monitor GTI developments and learn from other significant fires.

Good Practice

The SFRS is a very effective partner in the joint response in Scotland to the GTI outcomes.

¹⁸ <https://www.gov.scot/publications/scottish-government-response-grenfell-inquiry-phase-1-recommendations/>

¹⁹ HMFSI also had an involvement in the post-Grenfell partnership approach in Scotland.

FURTHER DEVELOPMENTS

New appliances

164. Some of the fire station-based personnel we spoke to expressed concern regarding the ability to deal with a riser failure due to the Service's new pumping appliances carrying less firefighting hose than older vehicles. Staff also raised concern with regard to the potential for a Rapid Response Unit (RRU) to be an attending appliance. While these concerns were raised as a potential, there were no examples where this had been an issue.

Radio systems

165. Radio communications can be affected by the characteristics of individual buildings, and given that SFRS crews visit domestic high rise buildings at least four times a year, then the Service should be well sighted if there are known issues with particular domestic high rise buildings.
166. Radio communications at the Grenfell Tower fire in London were described in the Inquiry report as unreliable.
167. Improvement in radio communications at incidents is a recurring issue with the SFRS and of course is not an issue unique to high rise incidents. We have received regular feedback from fire station personnel during our local area inspection work that there is a desire for firefighters to have improved and more reliable portable radios. During our fieldwork for the high rise inspection, feedback from personnel on radios was more mixed.
168. At a high rise incident, the incident commander is located at the entry level and can feel a remoteness from the firefighting activities. Reliable communications is therefore important for incident command arrangements to be effective.
169. We have commented previously on portable radios in the SFRS in a report²⁰ published in 2020. During the relevant fieldwork for that inspection it was identified that the SFRS was addressing weakness identified in incident ground communications, and had a commitment to procure new digital fireground radios. We made a formal recommendation in our report that the user implementation group for the procurement of new digital fireground radios should include end users.
170. The effects of the Covid-19 pandemic have had an influence on the Service's progress of the radio replacement scheme. Provision of replacement radios is an ongoing project that the Service thinks might take a further five years to complete. We believe, given the importance of reliable communication, not only in high rise buildings but for all operational incidents, that the Service should consider this schedule and take appropriate steps to ensure that this issue is resolved within a reasonable timeframe.

²⁰ HMFSI, *Command and Control: Aspects of the Scottish Fire and Rescue Service Incident Command System*, 2020

National engagement

171. The SFRS is well engaged with national developments relative to high rise through representation on the NFCC Fires in Tall Buildings Working Group.

Building Evacuation

172. Full evacuation of high rise domestic buildings is very uncommon. Partial evacuation has a more common potential to occur: and even a full evacuation will likely occur as a phased development. Because high rise domestic buildings operate with a 'stay put' arrangement, full or partial building evacuation during a fire is normally initiated by the FRS.
173. The existing arrangement for evacuation involves firefighters knocking on the doors of persons considered at risk from the fire to alert those persons and evacuate them.
174. Evacuation policy arrangements and training are the subject of a recommendation from the GTI and there is an obvious relationship between evacuation and the provision of information on resident's capability to self-evacuate. We have already mentioned PEEPs and record keeping in respect of resident capability and the associated difficulties.
175. In response to the GTI recommendation, the UK government has been involved along with partners, in evacuation policy development. At the time of writing, research is ongoing including involvement by the University of Central Lancashire.
176. The SFRS has been developing improvements to its own evacuation procedures. As an interim improvement, it introduced a record sheet into the high rise SOP for recording evacuation. It has developed a draft evacuation procedure and has trialled this at table top exercises and at a number of role play rehearsals in a vacant high rise block. Scenarios have been designed to test evacuation procedures and FSG handling with scenarios withheld from crews to reflect realistic conditions.
177. While we have seen a draft version of an SFRS evacuation manual, it is an unfinished document subject to alteration and accordingly we have made no assessment of it.
178. One of the challenges which will face the Service in the future is the maintenance of skills and awareness of the evacuation procedure because it will be infrequently required in practice.
179. The Service operates a number of Command Support Units (CSUs): these are crewed and operated by firefighters on the dual crewing system. At a prolonged high rise incident, CSUs have a role to play in record keeping and communications. CSUs and their crews have been involved in the evacuation rehearsals.
180. One of the factors for a CSU is set-up time. There may be a significant time delay for attendance due to the appliance location and crewing arrangement of the CSUs.
181. We have previously reported on the training and development of CSU crews in a separate report²¹.

21 HMFSI: *Command and Control: aspects of the Scottish Fire and Rescue Service Incident Command System*, 2020

Fire survival guidance

182. The SFRS's Operations Control rooms deal with receipt of calls, mobilising, and communications. One of the areas for development is the arrangement for multiple fire survival guidance calls, and 'talk group' radio procedures. Some of this development work is national and the SFRS is well engaged.
183. The outcome of the GTI has caused the SFRS to assess its capacity to deal with multiple FSG calls. There are interrelationships between the recording of FSG information, the availability of this information and the importance of good communications and access to the information at the incident. The Service has developed and tested its procedures during its evacuation exercises.

Smoke curtains

184. Normal firefighting procedures in high rise buildings involves hose passing through door openings and since the door will be held ajar by this hose, smoke can spread into escape routes. Many domestic high rise buildings have a single stair and a consequence of firefighting could be smoke-logging of the sole escape route. One way to reduce this is by the use of a temporary smoke barrier. The SFRS has been researching the use of smoke curtains and is procuring them to be carried on fire appliances. The final disposition is still to be determined. This should be a useful addition for use at some high rise fires.

Smoke hoods

185. The provision of smoke hoods by FRSs was a recommendation from the GTI. Smoke hoods (or escape hoods) offer particulate filtration and provide some respiratory protection for short term exposure to smoke. The SFRS has researched the provision of smoke hoods, and this has included analysis of incident data and liaison with other FRSs that were undertaking trials of the equipment.
186. The outcome is that the Service has procured smoke hoods with a view to carrying two per fire appliance. This will enhance the SFRS's rescue capability at all types of fires and particularly at high rise fires.

Good Practice

The provision of smoke hoods and smoke curtains is an example of the SFRS improving its firefighting and rescue capability and taking into account recommendations of the GTI.

Conclusion

187. This report contains recommendations where we think that the SFRS has scope to improve performance and consistency regarding its arrangements for firefighting in high rise buildings. Our overall assessment is positive and we acknowledge that the Service is working to progress certain workstreams for areas under development.

List of Recommendations

<p>1.</p>	<p>The provision of fire safety measures in domestic high rise buildings is of course the responsibility of building owners and others in control of buildings. However retrofitted fire systems may result in implications for the SFRS.</p> <p>We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of:</p> <ul style="list-style-type: none"> a. fire warning systems, and b. SFRS controlled evacuation systems. <p>This should take into account the suitability of these systems and potential problems and interactions.</p>
<p>2.</p>	<p>We think that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners.</p> <p>We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006).</p> <p>(This recommendation is made, albeit it is somewhat indirect, to the SFRS given that the statutory power of the HMFSI facilitates the making of recommendations only to the SFRS).</p>
<p>3.</p>	<p>The SFRS should review its expectation regarding the recording and use of OI for high rise buildings and take steps to implement a standard approach.</p>
<p>4.</p>	<p>The SFRS should develop its own policy on the suitability of ‘Premises Information Boxes’ for high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings.</p>
<p>5.</p>	<p>The SFRS should reconsider the introduction of a risk-based OAV inspection frequency, in line with what exists for fire safety audits and OI inspections generally, where appropriate.</p>
<p>6.</p>	<p>We are mindful that a general document conversion programme is in progress and that rewrite of the high rise SOP by the Service is well advanced.</p> <p>The SOP rewrite should consider the issues we mention in this report to improve its usability for the end users.</p>



7.	The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise SOP, taking into account the different levels of risk offered by features such as modern lift protection, smoke hood availability, automatic suppression systems, and information from cameras and attending staff.
8.	The SFRS should review its arrangements for transporting equipment for high rise firefighting with a view to introducing an arrangement which is physically less demanding than the existing arrangements.

Glossary

BA	Breathing Apparatus
CSU	Command Support Unit
Dual crewing	An arrangement where more than one fire appliance is crewed by the same crew. The crew having the ability to respond with whichever appliance is required.
EAS	Evacuation alert system
FRS	Fire and Rescue Service
FSG	Fire survival guidance
FSRP	Fire Service Response Plan
	a 3-dimensional image of premises as part of recorded risk information; or
	a pre-arranged non-generic operational procedure used where generic procedures cannot be followed
GT	Grenfell Tower
GTI	Grenfell Tower Inquiry
METHANE	Mnemonic for Major incident, Exact location, Type of incident, Hazards, Access, Number of casualties, Emergency services
OI	Operational Intelligence
PEEP	Personal Emergency Escape Plan or Personal Emergency Egress Plan
PIB	Premises Information Box
RDS	On-call firefighters working the Retained Duty System
RRU	Rapid Response Unit – a small fire appliance with lower crew and equipment capacity than a standard fire appliance
SFRS	Scottish Fire and Rescue Service
the 2005 Act	Fire (Scotland) Act 2005
Waking watch	An arrangement where persons patrol all floors and the exterior perimeter of a building in order to detect a fire early, raise the alarm, and initiate evacuation. This is normally a temporary arrangement.

Appendix A

About HM Fire Service Inspectorate in Scotland (HMFSI)

HMFSI is a body that operates within, but independently of, the Scottish Government. Inspectors have the scrutiny powers specified in section 43B of the Act. These include inquiring into the state and efficiency of the SFRS, its compliance with Best Value, and the manner in which it is carrying out its functions.

HMFSI Inspectors may, in carrying out inspections, assess whether the SFRS is complying with its duty to secure Best Value and continuous improvement. If necessary, Inspectors can be directed by Scottish Ministers to look into anything relating to the SFRS as they consider appropriate.

We also have an established role in providing professional advice and guidance on the emergency response, legislation and education in relation to the Fire and Rescue Service in Scotland.

Our powers give latitude to investigate areas we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions:

- The SFRS must provide us with such assistance and co-operation as we may require to enable us to carry out our functions.
- When we publish a report, the SFRS must also have regard to what we have found and take such measures, if any, as it thinks fit.
- Where our report identifies that the SFRS is not efficient or effective (or Best Value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the Scottish Fire and Rescue Service to take such measures as may be required. The SFRS must comply with any direction given.

We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.

We aim to add value and strengthen public confidence in the SFRS and do this through independent scrutiny and evidence-led reporting about what we find. Where we make recommendations in a report, we will follow them up to assess the level of progress.

We will aim to identify and promote good practice that can be applied across Scotland. Our approach is to support the SFRS to deliver services that are high quality, continually improving, effective and responsive to local and national needs. The terms of reference for inspections are consulted upon and agreed with parties that the Chief Inspector deems relevant.

Appendix B

How this inspection was carried out

The purpose of this inspection is to examine aspects of the SFRS's arrangements for firefighting in high rise buildings. Firefighting cannot be considered in isolation, a number of issues are interrelated to firefighting. In particular we also considered issues related to:

- risk
- fire safety features
- building checks
- risk information.

An inquiry by the Inspectorate can be self-directed or can be subject to direction by Scottish Ministers. This inquiry into the SFRS is self-directed by the Chief Inspector, Robert Scott QFSM. The following persons also contributed to the Inspection and to the report:

Brian McKenzie, Assistant Inspector

Graeme Fraser, Assistant Inspector

Rick Taylor, Assistant Inspector

Martin Riach, Inspection Manager

Richard Gorst and Steve Harkins, who left the Inspectorate prior to the inspection concluding, were also participants in the inspection fieldwork.

A quality assurance check on a draft of the report was carried out by Assistant Inspector John Joyce QFSM who had no previous participation in the inspection process and external assurance was provided by Wayne Brown, Deputy Chief Officer, West Midlands FRS.

The decision to carry out this inspection was intelligence-led and risk-based, influenced by the importance of the subject area and by our interest in the risks associated with this area of work.

The progress of this inspection was impacted by staff turnover, and the timescale and engagement methods have been influenced and impacted upon by Covid-19 pandemic restrictions.

Methodology

This inspection has involved a number of different methods of evidence gathering and analysis:

- a desk top data review of documents and data supplied by the SFRS. We undertook a sense check and assessment of the content of procedural documents;
- a number of face-to-face and virtual interviews with SFRS staff who are responsible for the development of policy and training and their implementation;
- examination of SFRS records of risk information held about high rise buildings;
- visits to seven different LSO areas. During these visits we:
 - spoke to staff at 14 fire stations and sampled the extent to which SFRS firefighting staff had knowledge of procedures and had discussion of resulting issues and practices
 - accompanied crews on five visits to inspect different domestic high rise buildings
 - spoke to fire safety enforcement staff and flexi duty managers;
- observed two role play exercises in an empty high rise block in Scotland and observed the incident support arrangements at the Operations Control during a role play incident;
- engaged with one local authority which had installed communal fire warning systems in all of its high rise domestic blocks;
- a number of virtual interviews with Scottish Government policy staff who are responsible for the development of policy and its implementation;
- visited two large UK Fire and Rescue Services outside of Scotland to discuss their approach to high rise issues. During one of these visits observed a role play exercise in a domestic tall building, and
- we compared SFRS firefighting procedures against UK National Operational Guidance (NOG), which is issued by the NFCC Fire Central Programme Office and with procedures in place in three other UK FRSs.

Appendix C

Recommendations for FRSs extracted from GTI Phase 1 Report Chapter 33

FRS: knowledge and understanding of materials used in high-rise buildings

Para 33.10b all FRSs ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.

Section 7(2)(d) of the Fire and Rescue Services Act 2004²²

Para 33. 11a LFB²³ review, and revise as appropriate, Appendix 1 to PN633²⁴ to ensure that it fully reflects the principles in GRA 3.2²⁵

b. LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.

Plans

Para 33.12. insofar as it is not already the case, that all FRSs be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.

Communication between the control room and the incident commander

Para 33.14a LFB review its policies on communications between the control room and the incident commander;

b. all officers who may be expected to act as incident commanders (i.e. all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room;

c. all CROs of Assistant Operations Manager rank and above receive training directed to the specific requirements of communication with the incident commander;

d. a dedicated communication link be provided between the senior officer in the control room and the incident commander

²² This legislation does not apply in Scotland where there is equivalent.

²³ LFB: London Fire Brigade

²⁴ PN633 is a LFB policy document.

²⁵ Generic Risk Assessment 3.2

Emergency calls

Para 33.15a the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing

b. the LFB provide regular and more effective refresher training to CROs at all levels, including supervisors;

c. all fire and rescue services develop policies for handling a large number of FSG calls simultaneously

d. electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units

e. policies be developed for managing a transition from "stay put" to "get out".

f. control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers

Para 33.16 steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room.

Para 33.17 the LAS and the MPS review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible.

Command and control

Para 33.18a the LFB develop policies and training to ensure better control of deployments and the use of resources

b. the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room)

Para 19 the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.

Para 20. the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments

Equipment

Para 33.21a the LFB **urgently** take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings

b. urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.

Evacuation

Para 33.22b fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;

g. all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes

Co-operation between emergency services

Para 33.31 the Joint Doctrine be amended to make it clear:

- a.** that each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible;
- b.** that on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services;
- c.** that a single point of contact should be designated within each control room to facilitate such communication;
- d.** that a “METHANE” message should be sent as soon as possible by the emergency service declaring a Major Incident.

Para 33.32 steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services’ systems to read each other’s messages

Para 33.33 steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.

Para 33.34 the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.



© Crown copyright 2022

ISBN: 978-1-910349-43-4

HM Fire Service Inspectorate
St Andrew's House
Edinburgh
EH1 3DG

APS Group Scotland

**HMFSI: ARRANGEMENTS FOR FIREFIGHTING IN HIGH RISE BUILDINGS
POSITION STATEMENT**

APPENDIX B

<p>Recommendation 1</p>	<p>We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of:</p> <ul style="list-style-type: none"> a. fire warning systems, and b. SFRS controlled evacuation systems. <p>This should take into account the suitability of these systems and potential problems and interactions.</p>
<p>Opening position statement at January 2023</p>	<p>Fire Warning System information in current policy and guidance lacks detail. Operational crews should receive guidance and training on types of Fire Warning Systems in High Rise Buildings. SFRS Controlled Evacuation Systems are a relatively new type of system, and no policy or guidance is in place. A training installation is being fitted to the National Training Centre high rise facility. Prevention & Protection will liaise with Training and Employee Development to provide in house awareness training provision and guidance on the use of such systems.</p>
<p>Closing position statement at</p>	<p><Descriptor to be added when Action has been completed.></p>
<p>Recommendation 2</p>	<p>We think that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners.</p> <p>We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006). (This recommendation is made, albeit it is somewhat indirect, to the SFRS given that the statutory power of the HMFSI facilitates the making of recommendations only to the SFRS).</p>
<p>Opening position statement at January 2023</p>	<p>As part of the Grenfell Phase 1 and 2 work, SFRS have currently tracked 580 plates as being fitted from a possible 840 High Rise buildings. Local teams seeking to revisit premises without plates and are evidencing the issues/barriers preventing progress. This evidence, when complete, will be submitted to the FRU to raise with Scottish Ministers to seek support for Scottish Government to consider regulatory change.</p>

**HMFSI: ARRANGEMENTS FOR FIREFIGHTING IN HIGH RISE BUILDINGS
POSITION STATEMENT**

Closing Position statement at	<Descriptor to be added when Action has been completed.>
Recommendation 3	The SFRS should review its expectation regarding the recording and use of Operational Intelligence for high rise buildings and take steps to implement a standard approach.
Opening position Statement at January 2023	Operational Intelligence has been standardised; However, this has not been fully adopted in all areas and historical processes continue to be utilised in certain areas across the Service. Operations will undertake a review and take appropriate steps to standardise across Scotland.
Closing position statement at	<Descriptor to be added when Action has been completed.>
Recommendation 4	The SFRS should develop its own policy on the suitability of ‘Premises Information Boxes’ for high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings.
Opening position statement at January 2023	SFRS currently have no stance on Premises Information Boxes (PIBs). The provision and management of PIBs is a matter for housing providers to determine. Whilst SFRS will provide statutory advice, it is widely agreed that SFRS should not progress a PIB Policy at this time.
Closing position statement at	<Descriptor to be added when Action has been completed.>
Recommendation 5	The SFRS should reconsider the introduction of a risk-based Operational Assurance Visit inspection frequency, in line with what exists for fire safety audits and Operational Intelligence inspections generally, where appropriate.
Opening position statement at January 2023	SFRS currently undertake Operational Assurance visits in all high rise over 18mtrs once per quarter. The Operations Assurance team will reconsider this approach and draft a policy for a risk-based approach.
Closing position statement at	<Descriptor to be added when Action has been completed.>
Recommendation 6	We are mindful that a general document conversion programme is in progress and that rewrite of the high rise Standard Operating Procedure by the Service is well advanced. The Standard Operating Procedure rewrite should consider the issues we mention in this report to improve its usability for the end users.
Opening position statement at January 2023	The Standard Operating Procedure (SOP) remains in draft. Operations are working to complete the final parts of the SOP with regard to full and partial evacuation procedures.

**HMFSI: ARRANGEMENTS FOR FIREFIGHTING IN HIGH RISE BUILDINGS
POSITION STATEMENT**

Closing position statement at	<Descriptor to be added when Action has been completed.>
Recommendation 7	The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise Standard Operating Procedure, taking into account the different levels of risk offered by features such as modern lift protection, smoke hood availability, automatic suppression systems, and information from cameras and attending staff.
Opening position statement at January 2023	The Standard Operating Procedure remains in draft; however, an internal consultation process has concluded. Operations are reviewing the feedback received from station-based staff and will take cognisance of concerns, suggestions and alterations. Any changes in this respect will be brought forward for consideration with appropriate stakeholders and the representative bodies.
Closing position statement at	<Descriptor to be added when Action has been completed.>
Recommendation 8	The SFRS should review its arrangements for transporting equipment for high rise firefighting with a view to introducing an arrangement which is physically less demanding than the existing arrangements.
Opening position statement at January 2023	SFRS has different ways of transporting equipment. This recommendation should be carefully considered, and a standard national approach or framework should be produced to improve the current provision.
Closing position statement at	<Descriptor to be added when Action has been completed.>

Audit and Inspection Overview Dashboard

APPENDIX C

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
Mar-20	Training of RDS Personnel	PC	Mar-23		31	May-23	Aug-23	0	0	0	27	0	0	0	4	0	100%	Closing
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26		15	May-23	Aug-23	0	0	0	12	0	0	0	3	0	100%	Closing
Apr-22	Health and Safety: An Operational Focus	PC	Sep-23	-	18	May-23	Aug-23	0	10	0	7	0	0	1	0	0	70%	Closing
Sep-22	Firefighting in Highrise Buildings	SDC	TBC	-	8	May-23	Aug-23	0	8	0	0	0	0	0	0	0	30%	Yellow

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%	Inactive

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

In Draft

Closed Audit and Inspection Action Plans

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	HMFSI - Performance Management Systems	SDC	Jul-20		32	May-20	N/A	0	0	0	26	0	2	4	0	0	100%	Closed
Jul-17	HMFSI - 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	HMFSI - Fire Safety Enforcement	SDC	Mar-20	Dec-21	20	Mar-23	N/A	0	0	0	19	0	0	0	0	1	100%	Closed
May-18	Audit Scotland - Scottish Fire and Rescue Service Update	ARAC	Dec-21	Nov-21	36	Feb-23	N/A	0	0	0	33	0	0	0	1	2	100%	Closed
Feb-19	HMFSI - Provision of Operational Risk Information	SDC	Mar-22	Dec-22	25	Feb-23	N/A	0	0	0	20	0	0	0	5	0	100%	Closed
May-19	HMFSI - Management of Fleet and Equipment	SDC	Mar-22		38	May-22	N/A	0	0	0	32	0	0	6	0	0	100%	Closed
Feb-20	LAI - 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	LAI - Edinburgh City	N/A	Apr-21	N/A	11	Dec-22	N/A	0	5	0	0	0	6	0	0	0	100%	Closed
Aug-20	HMFSI - 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
Mar-21	HMFSI - Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	Closed
May-21	LAI - 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	LAI - 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
May-22	SMARTEU Covid 19 Structured Debrief Summary	-	Mar-23		7	Mar-23	N/A	0	0	0	7	0	0	0	0	0	100%	Closed

HMFSI AUDIT AND INSPECTION POSITION STATEMENT

FIRE SAFETY ENFORCEMENT

APPENDIX D

Opening Position Statement as at January 2018:

No opening statements are available for these actions due to the addition of the Position Statement template to the Audit and Inspection process in 2022.

Recommendation 1	Fire Safety Enforcement is not fully transparent for duty holders or members of the public. The Scottish Regulators Strategic Code of Practice requires the Scottish Fire and Rescue Service to publish clear risk assessment methodologies and risk ratings and review these regularly.
Action 1.1	Fire Safety Enforcement Policy Framework detailing the methodologies to be published on the internet site. Work undertaken by Local Senior Officer areas with their Local Enforcement Delivery Plans will also be published here.
Closing position statement at June 2021	<p>The New Protection Framework for Scotland has been issued and published online to support transparency for Dutyholders and stakeholders. This supports the published Local Enforcement Delivery Plans created by Areas detailing their local delivery plans for the current year.</p> <p>Evidence to Support: - https://ihub.firescotland.gov.uk/news/fse-protection-framework-for-scotland-7854/ https://www.firescotland.gov.uk/your-safety/for-businesses/fire-safety-audits.aspx</p>
Recommendation 2	Produce fire safety audit guidance which is clear and understandable for duty holders.
Action 2.2	Local Enforcement Delivery Plans (LEDP) to incorporate audit methodology and be published by Local Senior Officers once created for the forthcoming year.
Closing Position statement at April 2020	Local Enforcement Delivery Plan (LEDP) template detailing audit guidance and methodology has been produced and being used by Local Senior Officer (LSO) areas to plan forthcoming audit activity. In addition, a pre-audit letter has been created and should be issued prior to audits explaining full audit process to Dutyholders.
Recommendation 3	Proactively make its fire safety audit procedure and guidance available on the SFRS website.
Action 3.1	Redesign internet site pages for "For Businesses" and incorporate guidance in an information library.
Closing position statement at January 2021	<p>Local Enforcement Delivery Plans have been finalised with areas and passed for publishing on a revised page for businesses on the SFRS website. The SFRS Internet site has been updated with guidance and Local Enforcement Delivery Plans for each Local Senior Officer area. This will be kept under review and additional guidance issued as necessary to maintain transparency.</p> <p>Evidence to Support: - Local Enforcement Delivery Plan Template Guidance and Local Enforcement Delivery Plans for each Local Senior Officer area available on the SFRS Internet site.</p>

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

Recommendation 4	SFRS to improve its written communication with duty holders in line with the Scottish Regulators Strategic Code of Practice requirement to communicate effectively. The Service should also introduce changes to address the issues regarding letter content, listed in section 4.5 of the HMFSI report.
Action 4.1	Plan training events for all Local Senior Officer areas, emphasising the need for clear communications and avoidance of additional information that may be supplementary to any audits put on letters following visits or other reason for contact. Where recommendations are made by Fire Safety Enforcement Officers, explanations of why they are made should be given.
Closing position statement at April 2019	Training event carried out. Prevention and Protection (P&P) Directorate provides support as required. Letters have been drafted and new templates ensure clarity between any requirements and recommendations made. Feedback site created and duty holders informed.
Recommendation 5	The Service should ensure that its national priority-setting is followed locally. If the Prevention and Protection Enforcement Database (PPED) is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.
Action 5.1	Ensure statement of requirements for new enforcement database system is reflected when user testing is carried out promoting audit workloads for officers according to risk. Current system has information relating to framework premises and audit dates that must be transferred to new system when operational. As a catch all, Local Senior Officer areas must identify all Policy Framework premises and ensure the system promotes them for audit.
Closing position statement at April 2019	New Prevention and Protection Enforcement Database (PPED) System is now live and operational for recording Fire Safety Enforcement (FSE) activity. Information has been transferred successfully from the legacy system.
Recommendation 5	The Service should ensure that its national priority-setting is followed locally. If the Prevention and Protection Enforcement Database (PPED) is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.
Action 5.2	Ensure Local Senior Officers take accountability for identifying local risk and incorporating Directorate guidance (Core Audit Activity) into the Local Enforcement Delivery Plans.
Closing position statement at July 2018	Policy Framework and template Local Enforcement Delivery Plans developed and distributed. Statement of Requirements completed for new Prevention and Protection Enforcement Database (PPED) system.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

Recommendation 5	The Service should ensure that its national priority-setting is followed locally. If the Prevention and Protection Enforcement Database (PPED) is to have any function as a scheduling tool it needs to be consistent with national policy, have the flexibility to be changed when policy changes, and contain a record of all known premises.
Action 5.3	The methodology for the rescheduling of audits will be reviewed to determine whether there is a more appropriate means to prioritise risk. Following this review, the new Prevention and Protection Enforcement Database (PPED) system will reflect any changes and resources within Fire Safety Enforcement reviewed to ensure sufficient personnel are available in the right places to address local risk. This risk-based resourcing will be evidence led. (Linked to Recommendation 6).
Closing position statement at June 2020	Evidence to Support: - Prevention and Protection Enforcement Database 2 (PPED 2) system (Access restricted to users only) SFRS Gazetteer Reporting tool training document supporting local development of Local Enforcement Delivery Plans (LEDPs).
Recommendation 6	There is a disconnect between policy, the scheduling of fire safety audits and performance reporting and we recommend that Scottish Fire and Rescue Service uses the same system for both scheduling and reporting and that this should be based on relative risk scores using the categories and methodology used by the Scottish Fire and Rescue Service in the annual fire safety statistical bulletin.
Action 6.1	Scope the potential for categorising premises and risk bands and how risk is calculated. Any change to risk calculations will require extensive supporting evidence and a public consultation. Scope the possibility of reporting by risk levels exposed to risk bands where considered to remain an appropriate way of categorising risk.
Closing position statement at April 2020	Although this action is complete, further development work will continue with the National Fire Chiefs Council (NFCC) and other partner Fire and Rescue Services (FRS) to determine a consistent and national approach that is flexible to specific Fire and Rescue Services (FRS) across the country that will direct and inform a revised SFRS risk-based inspection programme. Evidence to support: - Statistical performance reporting by PDS due to be released for 2020. (Email from PDS confirming the action has been resolved) Local Enforcement Delivery Plan (LEDP) Template and completed delivery plans. Release of Prevention and Protection Enforcement Database 2 (PPED2) system in April 2019.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

Recommendation 6	There is a disconnect between policy, the scheduling of fire safety audits and performance reporting and we recommend that Scottish Fire and Rescue Service uses the same system for both scheduling and reporting and that this should be based on relative risk scores using the categories and methodology used by the Scottish Fire and Rescue Service in the annual fire safety statistical bulletin.
Action 6.2	Participate in the extensive review of FRS inspection programmes and associated activities to develop a bespoke Risk Based Inspection Programme (RBIP) and implement the outcome of a review of the SFRS Risk Rating Methodology (RRM) with the aim of simplifying the categories of levels of risk to align with the rest of the country.
Closing position statement at September 2022	<p>SFRS attended a further National Fire Chiefs Council (NFCC) workshop in June 2022. Further discussion was held around Risk Based Inspection Programme (RBIP) models, relevancy of Fire Service Emergency Cover model (FSEC) codes, risk levels, impact of fire frequency and the weighting provided to scores on the audit form. Meeting arranged with Business Intelligence to look at our current approach and identify how fire frequencies used by the FSEC model can be updated to reflect modern fire frequencies. This information will assist in our new approach and will supplement the NFCC RBIP guidance which is due for consultation in October 2022.</p> <p>SFRS Senior Management Board have agreed to close this action. There is clear evidence that the recommendation has been given due regard and SFRS are actively engaged in the UK wide National Fire Chiefs Council (NFCC) Risk Based Inspection Programme (RBIP) process which, when complete, bring about a standard approach across the UK. The work is progressing and the NFCC work is due to complete at the end of 2023.</p> <p>Evidence to support: - Briefing note from 3 NFCC RBIP Meetings</p>
Recommendation 7	There is a substantial amount of enforcement effort made in respect of premises which have relatively adequate fire safety measures and/or have low levels of relative risk. The Service should place less emphasis on auditing such premises.
Action 7.1	Ensure templates for Local Enforcement Delivery Plans are distributed and support areas in their formulation for the forthcoming year. Support Prevention and Protection Managers through Local Performance Meetings and Prevention & Protection Managers meetings with reports demonstrating the resultant risk from audits where Fire Safety Enforcement Officers are being deployed.
Closing position statement at July 2018	Local Enforcement Delivery Plan templates have been produced and disseminated to Local Senior Officer Areas. Support given to Prevention and Protection Managers with local support meetings available upon request.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

Recommendation 8	The Service should place less emphasis on quantity (the use of personal fire safety audit targets) and place more emphasis on quality of work and effectiveness.
Action 8.1	Incorporate into training events the focus for quality of audit detail in the reports and look at ways that will allow more time to complete paperwork following audits such as mobile platforms.
Closing position statement at March 2019	Guidance given to areas to reduce the number of lower risk audits and this has been assisted by the recent House Multiple Occupancy (HMO) auditing procedure. New Prevention and Protection Enforcement Database (PPED) system will allow capability for mobile platforms.
Recommendation 9	The terminology used in the SFRS premises risk methodology needs to be changed to improve understanding and remove inconsistency. Specifically, the Service should abandon the use of risk band names and generic premises names – both of these currently allow misinterpretation or misunderstanding.
Action 9.1	Scope the potential for categorising premises and risk bands and how risk is calculated. Any change to risk calculations will require extensive supporting evidence and a public consultation. Scope the possibility of reporting by risk levels as opposed to risk bands where considered to remain an appropriate way of categorising risk.
Closing position statement at March 2022	<p>The National Fire Chiefs Council (NFCC) have indicated that Risk Based Inspection Programme (RBIP) work is still in its infancy and dependent upon a number of ongoing workstreams, namely development of the Community Risk Program, Definition of Risk Project and proof of concept model for dwellings/Prevention prior to determining its capability of use in Protection (non-domestic) buildings that will support any audit program. Early indications look at a potential for a revised risk methodology later in 2022, though it is anticipated preliminary guidance will be agreed and published by the Protection and Business Safety Committee towards the end of this year concentrating on higher risk premises. This can be used as part of any alternative for an SFRS revised program. The Prevention & Protection Function are due to receive a presentation on the abilities of Community Risk Index Model that may also feed into a bespoke program for auditing for SFRS Protection teams. This action remains deferred until NFCC work allows progression.</p> <p>This action was merged with recommendation 6, action 6.2 in March 2022; the new action descriptions states: Participate in the extensive review of FRS inspection programmes and associated activities to develop a bespoke Risk Based Inspection Programme (RBIP) and implement the outcome of a review of the SFRS Risk Rating Methodology (RRM) with the aim of simplifying the categories of levels of risk to align with the rest of the country. As such this action was been marked as void.</p>

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

Recommendation 10	The Service should continue to move towards the conversion of uniformed enforcement posts to non-uniformed, and introduce career progression opportunity for non-uniformed staff.
Action 10.1	Determine where Local Senior Officer areas cannot fill their current structure within Fire Safety Enforcement and consider alternative options to expand upon the non-uniformed cadre of officers.
Closing position statement at June 2019	A review has been undertaken and analysis of vacancies that can support delivery in areas. Local Senior Officer areas are continuing to advertise like for like to maintain a blend, though have increased the ratio of non-uniformed to uniformed where attraction of posts has been difficult. This will remain dynamically reviewed and form part of the overall Prevention & Protection review in the following year period, in line with competency and risk rating review.
Recommendation 11	Uniformed enforcement staff should maintain their operational competency within the relevance of their role map to add to the resilience of the Service and these staff should provide operational cover when needed.
Action 11.1	Confirm current position with Training and Employee Development. Look to develop a consistent policy and procedure for all non-operational uniformed staff to maintain their operational competence.
Closing position statement at February 2019	Training have now issued courses to initial tranche of Fire Safety Enforcement (FSE) staff and are continuing to design courses that will maintain operational capacity within FSE.
Recommendation 12	The Scottish Fire and Rescue Service should look to create a guidance framework that would allow a more formal approach to continuing professional development and this should include Fire Safety Enforcement staff.
Action 12.1	Enhance development of the E-Learning tool and communicate with Training and Employee Development regarding the provision of class-based training. Prevention and Protection Directorate will lead on specific training events to assist with Continuous Professional Development and knowledge building in specialist subjects such as fact finding, evidence gathering and consistent forming of Notices.
Closing position statement at March 2019	Fire Safety Enforcement (FSE) Continuous Professional Development (CPD) events delivered. A number of external CPD events offered to assist with staff development. Staff expected to undertake further study to achieve a qualification and to maintain their CPD and competence.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

Recommendation 13	The Scottish Fire and Rescue Service approach to the promotion of non-domestic fire safety through work other than inspections has been modest in comparison to active enforcement audit work. We recommend that the Scottish Fire and Rescue Service considers a more proactive approach to the use of campaign and awareness activity.
Action 13.1	Develop strategy on what is to be communicated and when. Further details to be provided on internet site as before and release communications on good news stories and actions taken by the service, such as those who have been prosecuted. Topics to include Unwanted Fire Alarm Signals, Fire Risk Assessments and an overview of Scottish Fire and Rescue Service enforcement and its delivery within communities.
Closing position statement at September 2019	Social media feeds established. Engagement sessions held with sectors including AirBnB, Scottish Association of Self Caterers and Colleges and Universities.
Recommendation 14	There is a policy void which offers some risk to the Service. The Service should strengthen and document its policy, and procedures where relevant, in respect of; the other legislation referred to in section 3; the determination of disputes; and Alterations Notices.
Action 14.1	Develop and publish procedure detailing the Enforcement, including for Alterations Notices and appeals procedures for Scottish Fire and Rescue Service and the disputes procedure in accordance with the Fire (Scotland) Act.
Closing position statement at January 2022	Details on procedures for disputes have been published on the 'For Businesses Page' of the SFRS internet. Following consultation with all Local Senior Officers, legal Service and Functional Management Team (FMT) and a meeting to sign off Enforcement Procedure the document is live and now available on SFRS iHub 14 January 2022.
Recommendation 15	The Service should introduce a protocol explaining its relationships and involvement in fire safety in major sports grounds and ensure that its staff follow this protocol and work in line with the responsibilities in Part 3 of the 2005 Act.
Action 15.1	Provide a consistent policy within Scottish Fire and Rescue Service for the support, if required, to Local Authorities in the inspection and adequacy of fire safety within sports grounds.
Closing position statement at June 2021	<p>A Memorandum of Understanding (MoU) has been established and signed with Glasgow City Council regarding SFRS regulators in sports grounds. This work has established a template for all Local Senior Officer areas to liaise with their respective Local Authorities to agree a common approach in line with SFRS regulatory activities. COSLA have been approached to promote this as best practice and develop LA inspecting officers in their role. This does not affect attendance by SFRS at events for operational purposes.</p> <p>As a policy has now been set by the function and agreed through the FMT and Legal Services, the roll out of this will be undertaken by Local Senior Officers with responsibility for regulated sports grounds in their area. Not all areas will</p>

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
FIRE SAFETY ENFORCEMENT**

	<p>have these and is a matter for local knowledge and engagement to progress further. On this point, the recommendation is now considered to be complete.</p> <p>Evidence to Support: - Memorandum of Understanding (MoU) between SFRS and Glasgow City Council with respect to Fire Safety matters at Designated Sports Grounds and Regulated Stands within the City of Glasgow.</p>
Recommendation 16	The Service should maintain a capability and capacity for investigating and reporting to the Procurator Fiscal Service on serious blatant breaches where the enabling approach to enforcement has not worked. The Service should actively pursue relevant cases when they arise. The Scottish Fire and Rescue Service Board should actively monitor the Service's performance in this regard and should receive regular reports on the number and outcome of cases considered and referred for prosecution.
Action 16.1	Develop further relationships with the Procurator Fiscal and support areas in reporting those who have breached the legislation following consideration of the Scottish Regulators' Strategic Code of Practice (ScoP).
Closing position statement at March 2019	Directorate personnel are engaged with the Procurator Fiscal (PF). Enhanced access to the reporting site of the Procurator Fiscal established.

AUDIT AND INSPECTION POSITION STATEMENT**SFRS SMARTEU (SCOTTISH MULTI-AGENCY RESILIENCE TRAINING AND EXERCISE UNIT) COVID 19 STRUCTURED DEBRIEF SUMMARY, REPORT AND ACTION PLAN****Opening Position Statement as at May 2022:**

No opening statements was developed for this action plan as the inspection was not carried out by HM Fire Service Inspectorate.

Recommendation 1	SFRS should consider the retention of task cards and extend the use beyond the current COVID response with expansion to wider SFRS tasks.
Action SMARTEU 1	Carry out a review and agree future use/expansion of task cards across other SFRS tasks.
Closing position statement at June 2022	The review of the task cards and their use was undertaken. This process was completed and presented to the Good Governance Board in June 2022.
Recommendation 2	SFRS should permanently adopt the agile working framework with a strong focus on empowering staff to work from home where appropriate.
Action SMARTEU 2	Adoption of the Agile Working Framework.
Closing position statement at February 2022	Continued promotion of the Agile Working Framework, including sessions to support managers in agreeing appropriate, agile arrangements with team members is taking place. Implementation of a phased approach to returning to the office, with the opportunity for colleagues to blend office and home working based in individual preferences and organisational needs is available for staff.
Recommendation 3	SFRS should conduct a training review to establish what training products can be delivered 'remotely' on a permanent basis.
Action SMARTEU 3	Carry out training review to establish remote training products that can be delivered on a permanent basis.
Closing position statement at September 2022	<p>A review was undertaken in September 2022 and included the piloting of a number of subject matters which gave the early indication of the requirement of a hybrid and flexible model for all subject matters. Exploration was undertaken with regards to Health and Safety and Incident Command Training being carried out online and a further comprehensive list of training courses was created.</p> <p>Training Group Commanders will continue to identify courses that are, or can be, delivered via a hybrid/online model and will apply changes through Business as Usual (BAU) means. This will be achieved through monthly reviews to continually update and assess further possible courses that can be delivered in this way.</p> <p>Evidence to support: - Communication to staff and managers Manager awareness sessions iHub information and resources</p>

AUDIT AND INSPECTION POSITION STATEMENT

SFRS SMARTEU (SCOTTISH MULTI-AGENCY RESILIENCE TRAINING AND EXERCISE UNIT) COVID 19 STRUCTURED DEBRIEF SUMMARY, REPORT AND ACTION PLAN

Recommendation 4	The provision of important corporate communication to SFRS volunteers should be reviewed to establish how they could best be kept apprised of important messaging in line with the rest of the service.
Action SMARTEU 4	Review corporate communication methods used to share important information with SFRS Volunteers.
Closing position statement at July 2022	Through the work of the National On-Call Forum, a dedicated On-Call SharePoint site was established which can be accessed remotely and this includes the ability for On-Call staff to provide feedback, comments and suggestions. Also, we have now solved the issues around iHub remote access so that anyone can view the site on any device via their O365 log in details. A more structured Managers' Cascade Team Brief has been introduced to support managers in team meetings and the iHub review will also hopefully facilitate a more personalised intranet which will mean content is targeted better to ensure it is relevant for staff.
Recommendation 5	SFRS should retain the need for Home Fire Safety Visits (HFSV) to be limited to those identified at high risk.
Action SMARTEU 5	Carry out review and agree future direction for Home Fire Safety Visits and Smoke Detector fitting.
Closing position statement at September 2022	A review of the SFRS Home Fire Safety Visit (HFSV) programme is underway with the initial options paper having been presented to the Strategic Leadership Team and further taken through governance structures to ensure Home Fire Safety Visit (HFSV) Programme is developed to address the risks of fire in the most effective manner and is targeted to risk. The options within this paper are currently being refined with consideration being given to emerging issues regarding the longevity of the Community Safety Emergency Toolkit (CSET) system and the development of a sustainable position for the Service regarding the fitting of Smoke Detection during Home Fire Safety Visits. HFSVs were discussed at the Service Delivery Committee (29 November 2022). It was agreed that the current delivery model should be reviewed, with a focus on quality (i.e. those most at risk) rather than quantity. The Service is unable to make any changes to the CSET system so changing current Home Fire Safety Visit (HFSV) policy is not feasible. However, a move to Safe and Well will ensure there is a focus on those most at risk and an emphasis on partner referrals. There are also ongoing discussions relating to associated performance indicators. SFRS Senior Management Board have agreed to close this action as there is clear evidence that the recommendation has been given due regard.
Recommendation 6	SFRS should review the frequency of Breathing Apparatus (BA) checks required with a view of retaining the revised frequency.
Action SMARTEU 6	Review the frequency of Breathing Apparatus (BA) checks with a view of retaining the revised frequency.
Closing position statement at August 2022	A review of the frequency of Breathing Apparatus (BA) check process was undertaken and as of 18 August 2022, the frequency of Breathing Apparatus (BA) set testing returned to Business as Usual (BAU) pre-Covid, to full general check, therefore twice daily general checks will be carried out.

**AUDIT AND INSPECTION POSITION STATEMENT
SFRS SMARTEU (SCOTTISH MULTI-AGENCY RESILIENCE TRAINING AND EXERCISE UNIT) COVID 19 STRUCTURED DEBRIEF
SUMMARY, REPORT AND ACTION PLAN**

Recommendation 7	SFRS should communicate the finding of the debrief report and share the report across the workforce.
Action SMARTEU 7	Communicate findings of the debrief report across the SFRS Workforce.
Closing position statement at July 2022	The findings of the debrief report and the Action Plan were communicated to all staff via the Weekly Brief in July 2022.

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

Updated	Next Update
May-23	Aug-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	Complete	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. 17 May 2023: Final paper submitted and agreed. This has been removed from the Reset and Renew work package and delivered as a separate paper. This was discussed at the Service Delivery Continuous Improvement Forum and the final report was submitted to Service Delivery Directorate Management Team on 22 March 2023. The document was deemed to have satisfied the requirements set out in the recommendations and action description. There is clear evidence that the recommendation has been given due regard. The action is green and 100% complete.	100%	Mar-23	Green	
The SFRS should work with partners to identify interoperability issues and work together to remove potential barriers.	3.3.13	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.	Gordon Pryde	Dec-21	3rd revised due date Apr-23	Complete	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. 17 May 2023: Final paper submitted and agreed. This has been removed from the Reset and Renew work package and delivered as a separate paper. This was discussed at the Service Delivery Continuous Improvement Forum and the final report was submitted to Service Delivery Directorate Management Team on 22 March 2023. The document was deemed to have satisfied the requirements set out in the recommendations and action description. There is clear evidence that the recommendation has been given due regard. The action is green and 100% complete.	100%	Mar-23	Green	

HMFSI Arrangements for Firefighting in High Rise Buildings - Action Plan Progress
 Action Plan Owner: AC David Dourley, Prevention and Protection (Performance Improvement and Projects)

Updated	Next Update
May-23	Aug-23

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
We recommend that the SFRS firms up its policies and internal guidance on fire safety standards in high rise domestic buildings with a view to influencing a standard risk-based approach in the provision of: a. fire warning systems, and b. SFRS controlled evacuation systems. This should take into account the suitability of these	1	Prevention and Protection and Operations to review Policy and Guidance to include Fire Warning and Emergency Evacuation Systems.	AC Dourley/AC Duffy	Jul-23		In Progress	17 May 2023: As of 12 April 2023, a new evacuation system is being fitted to the training building (High Rise) at SFRS Headquarters. During the fitting process, Policy and Guidance will be developed as we learn how the system will work in real time. This action has been marked as amber due to some slip in timescales, however, work is continuing to progress towards the original due date.	30%		Amber	
We think that it would improve safety if the external indicator plate used on domestic high rise buildings was adopted as a standard in Scotland and a mandatory requirement to install and maintain these plates was imposed on building owners. We recommend that, if the SFRS shares our view, then the SFRS should work with Scottish Ministers to influence such a change to introduce a statutory duty (perhaps achievable by amending the Fire Safety (Scotland) Regulations 2006). (This recommendation is made, albeit it is somewhat indirect, to the SFRS given that the statutory power	2	Prevention and Protection to gather data and carry out a review of current external indicator plates and produce a report to gauge support for Regulatory change.	AC Dourley	Apr-23	Apr-24	In Progress	17 May 2023: Information regarding the total number of compliant and fitted High Rise Indicator Plates (HRIPs) has been passed to Scottish Government. We have provided further context to Scottish Government as to why there are still buildings with no plate fitted. The reasons include financial barriers; being considered unsightly; and there being no legal requirement. As a result, SFRS have formally requested regulatory change and are awaiting an update from the Fire and Rescue Unit. This action has been marked as amber due to some slip in timescales. A revised due date from April 23 to April 24 has been proposed.	50%		Amber	
The SFRS should review its expectation regarding the recording and use of Operational Intelligence for high rise buildings and take steps to implement a standard approach.	3	Operations to review Operational Intelligence in relation to High Rise premises and provide a consistent standard Service-wide approach and template.	AC Duffy	Jul-23		In Progress	17 May 2023: The Operational Intelligence Team have been working with the Prevention & Protection Enforcement Team who have developed and updated the Operational Assurance Visit that will incorporate the High Rise Guidance Plate Template which will be recorded on the Operational Intelligence System. Operational Assurance Visit information can be captured on the Operational Intelligence system along with the High Rise Guidance Plate information. The reviewed General Information Note, once it is live, will go to the Operational Intelligence Liaison Group for awareness, followed up by a Service-wide communication to ensure the instructions are conformed to.	30%		Amber	
The SFRS should develop its own policy on the suitability of 'Premises Information Boxes' for high rise domestic blocks so that a standard approach can be taken where housing providers may propose to introduce these boxes for their buildings.	4	Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.	AC Dourley	Jul-23		In Progress	17 May 2023: Fire Safety Enforcement have been tasked with creating a short guidance document on Premises Information Boxes for housing providers and work is underway. This action has been marked as amber due to some slip in timescales, however, work is continuing to progress towards the original due date.	20%		Amber	
The SFRS should reconsider the introduction of a risk-based Operational Assurance Visit inspection frequency, in line with what exists for fire safety audits and Operational Intelligence inspections generally, where appropriate.	5	Operational Assurance (OA) to review the current Policy for OA High Rise Visits and consider a risk based approach.	AC Duffy	Dec-23		In Progress	17 May 2023: The Operational Assurance Visits Policy has recently been reviewed. A review of historic outcomes will be undertaken to understand the compliance levels to provide the underpinning evidence for development of a risk based approach going forward. This action has been marked as amber due to some slip in timescales, however, work is continuing to progress towards the original due date.	20%		Amber	
We are mindful that a general document conversion programme is in progress and that rewrite of the high rise Standard Operating Procedure by the Service is well advanced. The Standard Operating Procedure rewrite should consider the issues we mention in this report to improve its usability for the end users.	6	Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP).	AC Duffy	Dec-23		In Progress	17 May 2023: No progress has been made on this item due to competing priorities, movement of personnel and involvement in Industrial Action planning. The High Rise Standard Operating Procedure will be captured in Document Conversion Project. A due date of December 2023 has been provided for this action.	0%		Green	
The SFRS should reflect on the strong views among its firefighting staff and consider whether there is scope to refine the set down procedures for tackling fires contained in the SFRS high rise Standard Operating Procedure, taking into account the different levels of risk offered by features such as modern lift protection, smoke hood availability, automatic suppression systems.	7	Operations to consider a bottom up approach and gauge feedback from staff in terms of current and proposed methods for operations at High Rise incidents.	AC Duffy	Dec-23		In Progress	17 May 2023: During the Standard Operating Procedure development, part of the process involved a consultation process with frontline staff. Outcomes of the consultation process have been considered and will be included where deemed appropriate. A due date of December 2023 has been provided for this action.	90%		Green	
The SFRS should review its arrangements for transporting equipment for high rise firefighting with a view to introducing an arrangement which is physically less demanding than the existing arrangements.	8	Operations to review arrangements across Scotland and produce suitable options for transporting equipment and standardising this approach throughout Scotland.	AC Duffy	Dec-23		In Progress	17 May 2023: No progress has been made on this item due to competing priorities, movement of personnel and involvement in Industrial Action planning. The High Rise Standard Operating Procedure will be captured in Document Conversion Project. A due date of December 2023 has been provided for this action.	0%		Green	



Report No: C/SDC/12-23

Agenda Item: 8.3

Report to:		SERVICE DELIVERY COMMITTEE						
Meeting Date:		30 MAY 2023						
Report Title:		UFAS PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE						
Report Classification:		For Scrutiny					SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>	
1	Purpose							
1.1	To provide the Service Delivery Committee (SDC) with an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model.							
2	Background							
2.1	Following the completion of a significant consultation exercise, the Scottish Fire and Rescue Service (SFRS) Board on 16 December 2021, selected the preferred AFA response model. The model selected was based on option A from the Time for Change Consultation Document with additional exemptions and an extension to the implementation date. The initial date for implementation was 1 April 2023 however, this date is aligned with the delivery of the Command and Control Futures Project (CCF) which is no longer achievable. The agreed revised date for implementation is now 1 July 2023.							
2.2	A phased approach to Unwanted Fire Alarm System (UFAS) reduction measures was agreed in January 2023. The introduction of the 'call challenge' protocol through existing and mildly amended Operations Control processes enables SFRS to commence UFAS reduction measures. Further technological advancements to full implementation will be the subject of further analysis in conjunction with Command and Control Systems Updates							
3	Main Report/Detail							
3.1	The SFRS is undertaking a review of how it responds to AFA's. Following a significant consultation exercise a preferred model was selected. In order to deliver this model an implementation work plan was developed. This work plan has identified six key work streams each comprising a number of milestone actions.							
3.2	The 6 workstreams identified were: <ul style="list-style-type: none"> • Policy Review • Performance Measures • Communication & Engagement • Training and Awareness • Configure Mobilising System • ARC Operating Agreements 							

3.3	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. To allow the 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
3.4	Introducing the call challenge element of the new response model in July 2023 will provide a significant but partial implementation of the project. This will still allow the majority of the benefits in reducing attendances at UFAS incidents articulated during the consultation phase to be realised. It will also reduce the potential reputational damage in delaying, indefinitely, the implementation of the full new response model.
3.5	The Communications and Engagement Plan, first set out in March 2022, was updated, and agreed by the project review board in March 2023. This plan was reviewed and updated to take account of the current position of the project and the removal of the risk of Industrial Action. It also enabled SFRS to increase engagement activity with duty holders, allowing a further 6 months of consultation and therefore preparation time for duty holders concerned.
3.6	Engagement directly with Alarm Receiving Centres (ARCs) has also continued. Development of Operating Principles (instead of legal agreements) with ARCs have been devised in conjunction with SFRS legal. These will be progressed as part of the revised workplan.
3.7	The Strategic Leadership Team (SLT) decision to change the implementation date to 1 July 2023 allowed sufficient time to continue with the detailed activities contained within the workplan in order to meet objectives.
3.8	<p>A UFAS Implementation Group was created in April 2023 comprising working group and board members, focussed on ensuring that all tactical measures are complete. This is Chaired by DACO Protection & Prevention (P&P). The Key areas of focus are outlined below:</p> <ul style="list-style-type: none"> (i) Training – OC Preparedness: Training of all personnel across the 3 OC sites commenced on 10 May and will conclude on 10 June 10. Updates to existing OC systems were initiated to introduce premises ‘tags’ which support identification of relevant sites. This process was completed but no further technological updates will be attempted due to systems issues. (ii) Training – Operational Response: An LCMS package has been developed and is under consultation. This will be launched on conclusion of policy revision (see below) (iii) Internal Communications: Comms and Engagement Plan has been revised and multi-platform activities are ensuring all personnel are familiar with changes, particularly in the closing weeks of preparation. (iv) External Communications: Significant activity under way, including dedicated information site and substantial correspondence with stakeholders and elected representatives through the SFRS web site and local engagement. This will continue, with the 100-day countdown across our social media pages, which will soon be supported with an animation video. As questions emerge, the FAQ information is updated. (v) Policy Revision: Short life working group has been established to review existing policies and documentation to revise guidance and update references to UFAS, including measures for crew in attendance at UFAS incidents. (vi) Correspondence Update / FAQs: See external Comms above. Considered and consistent messaging has been identified as a requirement, no further concessions or exemptions will be considered. (vii) Technology & Recording / Analysis: Limitations of recording systems (such as IRS) will mean a physical extraction of data from OC info systems. Measures are in place to develop a mechanism that will allow comprehensive data interpretation for analysis to demonstrate and initiate data led updates to processes.

3.9	Further Considerations
3.9.1	As previously outlined, additional tasks will be required of OC personnel due to the introduction of 'call challenge' protocols using existing OC Systems. Consideration will be given by the UFAS Board and Implementation Group for the designation of temporary ISR status for a period around 'go live' where FDOs would provide direct or virtual support to OCs.
4	Recommendation
4.1	It is recommended that the Service Delivery Committee scrutinise the content of the work plan.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk is being managed utilising a risk register for the project.
5.2	Financial
5.2.1	The measurable savings achieved through delivery of the new response model will be included within reporting measures.
5.3	Environmental & Sustainability
5.3.1	The environmental benefits achieved, compared against the intended benefits, will be included within reporting measures.
5.4	Workforce
5.4.1	The additional hours of productivity achieved, compared against the intended benefits, will be included within reporting measures.
5.5	Health & Safety
5.5.1	The number of vehicle accidents and personal injuries experienced through response to AFA activations is expected to reduce.
5.6	Health & Wellbeing
5.6.1	There are not anticipated to be any issues though the delivery of the work plan.
5.7	Training
5.7.1	The new response model will be a significant change from the existing way in which we mobilise and respond to AFA activations. Training of personnel, particularly OC personnel, is being managed within the work plan.
5.8	Timing
5.8.1	Work to deliver against the milestones has already commenced with all intended to be completed in advance of the implementation date of 1 July 2023.
5.9	Performance
5.9.1	Appropriate performance measures will be developed and agreed through an appropriate workstream of the work plan.
5.10	Communications & Engagement
5.10.1	A comprehensive communications and engagement plan, both internal and external, is being delivered to support staff and duty holders in understanding the implications of the new response models and their responsibilities to manage the pending change.
5.11	Legal
5.11.1	There are not anticipated to be any legal issues though the delivery of the work plan. Any potential legal challenges were identified through the options appraisal and consultation phases.

5.12	Information Governance	
5.12.1	DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.	
5.13	Equalities	
5.13.1	EHRIA completed Yes/No. If not applicable state reasons. A comprehensive EIA, assessing the impact of changes to SFRS response to AFA activations, was completed as part of the consultation process.	
5.14	Service Delivery	
5.14.1	The key issues for Service Delivery are being manage through a robust communication plan and training programme.	
6	Core Brief	
6.1	An update on the work plan developed by the Preparing for Implementation Working Group was presented.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Farries, Director of Service Delivery
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	There is a robust governance structure in place which has been increased to include weekly meetings to manage the final stages of the implementation.
8	Appendices/Further Reading	
8.1	Appendix A – Preparing for Implementation Work Plan.	
Prepared by:	Steven Low, Group Commander	
Sponsored by:	Iain Macleod, Deputy Assistant Chief Officer,	
Presented by:	David Farries, Assistant Chief Officer, Director of Service Delivery	
Links to Strategy and Corporate Values		
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> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>UFAS Review Board</i>	<i>16 May 2023</i>	<i>For Scrutiny</i>
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Scrutiny</i>

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

1

End Date*	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
Jul-23	Review and revise UFAS policy, in light of changes to AFA response model and recommendations from UFAS Stocktake Review.	Oct-21	Needs Analysis - Identify all issues that have triggered the review and need to revise the policy - Are aims of the policy still relevant? - Outcome of NA determines to what extent policy needs changed/amended		100%	Following an assessment of the points triggering a review of the UFAS Policy and Supporting Framework, the review sub-group conclude that extensive changes are required to future proof the services approach to AFA false alarm management. Given, the extent and scope of changes required, the sub-group recommend a phased approach to reviewing, revising and implementing changes to the policy and any supporting framework over the next 18-20 months. Agreed by working group and to be taken to project board for discussion (RD 03/11/21). A short life working group has been created to review existing Policy and create a new fit for purpose Procedure. This was agreed and actioned at the UFAS Group. (SL 27/4/23)
		Jan-22	Research - Literature review - Data Analysis - Best practice - Views of relevant staff & stakeholders e.g UFAS Champions - Develop a concept of operations		100%	Review of existing SFRS policies alongside research of policies of services already delivering a reduced response. Policy review sub-group developed a Concept of Operations as a framework for the development of a new SFRS policy. Concept of Operations was agreed by UFAS review board in December 2021.
		May-23	Drafting of Policy - Identify key staff and stakeholders - Use Concept of Operations to isolate sections of policy and identify relevant personnel to assist in drafting of these sections		75%	Work to convene Policy Review Group underway. Policies and Procedures are now out for consultation. Support is in place for additional key staff from various functions. The group has now been stood up. (SL 16/5/2023)
		Jun-23	Familiarisation - Potential Engagement with Key staff & Stakeholders - SFRS Formal familiarisation process (14 days)		50%	Consultation process has concluded and a short life working group has been established with a view to review existing Policy to create a new fit for purpose suite of documents. A familiarisation process will be initiated once a draft version has been completed (due date 26/05/23. (SL 16/5/23)
		Apr-23	Approval - Submitted to relevant SFRS Executive Group(s) for approval		100%	The executive groups have been informed and approved. (SL 16/5/23)
		Jun-23	Implementation & Communication - Set Date for Implementation - Ensure effective communications prior to and following implementation		100%	Policy review date is scheduled for 26th May. A comms plan has been drafted to include an Awareness Briefing. (SL 16/5/23)

2

End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
Jul-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.		100%	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. BI/OC have agreed TAG codes that can be extracted out of the system for performance management purposes. (SL 28/4/23). Further work underway with the Data group to ensure correct data is collated. (LG 18/05/23)
		May-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. BI/OC in the process of establishing reporting mechanisms against the existing mobilising system (SL 28/4/23). Data sources have been identified, BI/OC are working together to ensure all necessary data is collated. (SL 15/5/23)
		Jun-23	Develop processes for collecting and analysing data, and periodic reporting against measures.		40%	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. A Sub Group has been establish to develop a process for the extraction and collation of reliable data. (SL 16/5/23)

3

End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
----------	--------	----------	-----------	-----	------------	-------------------

Jul-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. This milestone is complete (SL 28/4/23) however, Further review of stakeholders is currently underway to revisit engagement possibilities (SL 18/05/23)
		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. New comms plan has be formulated and approved by UFAS Group. Internal comms engagement has been concluded with external engagement ongoing with key stakeholders. (SL 16/5/23).
		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.		75%	A continuous review of our comms plan is a key component of comms activity, ensuring it is adapted to suit stakeholders needs based on feedback and FAQs. (SL 16/5/23). Lessons learned process will conclude post implementation
		Jun-23	Complete delivery of engagement presentations to all relevant internal and external stakeholders, including an event targeted specifically at ARCs.		100%	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. Time for Change Stakeholder event took place 20th February 2023. All internal and external planned online engagement events have now been concluded, including ARC's. Further engagement events will be ongoing and will be organised on a case by case basis (SL 28/4/23). Engagement sessions are available on line to view. (SL 18/05/23)

4	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
Jul-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.	
		Jun-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.		90%	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. A LCMS package has been created, the date for this to be uploaded and communicated is planned for 23/5/23. An additional training package has been produced for OC staff and is being delivered over the next eight weeks. (SL 9/5/23)	
		Jun-23	Complete training programme		50%	A training plan for OC staff has commenced. All uniformed staff to complete the LCMS (near completion) prior to launch date. This can be monitored to review personnel who have accessed the module. (SL 18/05/23).	

5	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
Jul-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.		0%	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. OC in the process to procure new mobilising system. Due to the withdrawal of the Systel contract this element of the project will cease. (SL 28/4/23)	
		TBD	Complete configuration work and undertake testing		100%	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. OC have updated the current mobilising system to meet the needs of the new model of response and are now in the testing phase. (SL 28/4/23)	

6	End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
---	----------	--------	----------	-----------	-----	------------	-------------------

Jul-23	Work with Alarm Receiving Centres (ARCs) to establish new operating agreements based on the expectations of the new response model	Confirm accuracy and relevance of existing ARC list and establish points of contact with all.		80%	<p>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.</p> <p>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. A scoping exercise was commenced which resulted in the comms team reaching out to a number of organisations that work with ARC's, contact was made and event organised (SL 3/4/23). Further work to determine accuracy of ARC list prior to reaching out again. work ongoing. (SL 18/05/23)</p>
		Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations.		50%	<p>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.</p> <p>10/5/22 - Development of working agreements will be included within ARC engagement sessions during delivery of communications plan.</p> <p>6/9/22 - This milestone will be reviewed after ARC-specific engagement. Following the online engagement session, no agreements are in place. Work to identify key ARCs to draft agreement is ongoing. (SL 8/05/23)</p>
		Deliver sector-specific engagement session(s) to educate and inform ARC procedures.		100%	<p>1/4/22 - This will form part of overall comms & engagement plan</p> <p>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 delivered on 20th February 2023 and can be seen recorded on the SFRS Web Site. A specific ARC engagement event was organised for 20/4/23, further engagement sessions will be conducted on a case by case basis. ARC engagement event recording available online. (SL 18/05/23)</p>
		Prepare and sign off revised agreements		50%	<p>Engagement will continue with ARCs with a view to issuing agreements prior to launch. (SL 18/05/23)</p>

Partial implementation of AFA response model approved by SLT 16th January 2023 with Phase 1 "Call Challenge" to be introduced on 1st July 2023.



Report No: C/SDC/13-23

Agenda Item: 9

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	30 MAY 2023						
Report Title:	FUTURE OF HOME FIRE SAFETY VISITS						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	To provide the Service Delivery Committee (SDC) with an update on Home Fire Safety Visits (HFSV), including current performance and considerations for future delivery.						
2	Background						
2.1	A paper was provided to the SDC, 29 November 2022, which stimulated considerable discussion around HFVS performance and future delivery options. It was agreed to provide an update on this topic at the May meeting.						
2.2	This short summary paper is supported by a presentation, delivered to the SDC at the 30 May 2023 meeting.						
3	Main Report/Detail						
3.1	<u>HFSV Performance</u>						
3.1.1	For the 2022 / 23 reporting period the number of HFSVs delivered by Scottish Fire and Rescue Service (SFRS) personnel was 38,640. This figure was significantly lower than the pre-covid annual figures, circa.70,000.						
3.1.2	Local Senior Office (LSO) Areas documented a number of potential reasons for this decline in visits, including; increased length of visits due to installing new standard of alarms, decline in partner referrals (post-covid), a focus on High-Risk visits, staffing levels, and competing priorities at station level.						
3.1.3	Considering feedback from Areas, along with SDC discussions, the performance measures for HFSV have been amended as follows: <ul style="list-style-type: none"> • Number of Home Fire Safety Visits conducted – 100% of target achieved (the new target is set at 50,000 visits) • Number of Home Fire Safety Visits conducted for vulnerable groups (CSET High Risk rating) 						
3.1.4	Instruction has been set to Areas to highlight these measures, including advice to prioritise High and Medium visits, whilst conducting Low to ensure station targets are achieved.						
3.1.5	Performance will be monitored by the Continuous Improvement Forum (CIF), Chaired by Assistant Chief Officer (ACO) Farries, and reported annually to Scottish Government.						

<p>3.2</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p>	<p><u>Future Delivery Model</u></p> <p>Moving forward, two potential options for HFSV delivery have been identified. Firstly, SFRS continue to deliver HFSVs as per current policy and supporting systems, or secondly, SFRS move to a revised HFSV programme, incorporating the relevant elements from the Safe and Well (SAW) project.</p> <p>Option 1 - Continue with Current Programme: This would involve SFRS staff using existing policy and procedure and the associated ICT system (CSET) to deliver the current HFSV programme. The benefits and disadvantages of this approach are detailed below:</p> <p><u>Benefits</u></p> <ul style="list-style-type: none"> • Staff and partners are both familiar with the current HSFV programme and method of generating referrals. • HFSVs are well recognised by the public and traditionally SFRS have publicised them to be available to any household in Scotland. SFRS are a “trusted brand” in that regard. • No additional training required as staff are familiar with policy and accompanying ICT system <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • The current ICT system used to record HFSVs is coming to end of life, due largely to changes to the support provided by Microsoft. It is not fully fit for purpose and is extremely difficult to make any changes. This therefore affects the following; <ul style="list-style-type: none"> ○ Currency: The risk criteria are not up to date and do not reflect emerging trends e.g., emollients. (System remains largely unchanged in 10+ years) ○ Usability: Changes to prioritisation is not possible, therefore it is difficult to remove Low Visits and / or offer an alternative to a physical visit. ○ Administration: Duplication and time consuming for staff as visit information needs to be noted on paper then transferred on to the system, with subsequent GPDR compromises. ○ ICT: The current platform hosting CSET will no longer be available (as of early 2024), so resources required to move to a new secure hosting site. <p>Option 2 - Revise HFSVs incorporating elements from the (concluded) SAW project. Considerable resource has been allocated to support the research and design of a SAW visit, all of which has fire risk at its centre. A bespoke ICT system is under development which is intuitive and would be an innovative, modern and high-quality replacement for CSET. This innovative approach has been scoped out within the parameters of the Firefighter role-map; essentially an evolved HFSV which incorporates current risks and is more technically advanced which will benefit SFRS staff, partners and householders.</p> <p><u>Benefits</u></p> <ul style="list-style-type: none"> • Current risk / selection criteria based on information from fire fatalities and serious injury. • Only those who meet criteria will receive a visit, others will be provided with information (bespoke PDF if online or booklet if not), therefore more focus on those most at risk from fire and a reduction in overall visit numbers. • Bespoke electronic recording system will remove dependency on paper-based system, reducing duplication and improving user experience. • Easy for staff to signpost or refer on to other services for support – currently a requirement to do this back at station or via Community Action Team. • Reduction of attending low risk households will free capacity which can be used to increase prevention activity targeted at those most at risk of fire. • Enhanced education of staff will increase knowledge around emerging risk factors, ensuring SFRS is able to offer wider support through effective partnership working
---	--

	<ul style="list-style-type: none"> • Reductions in vehicle movement, fuel costs and road risks due to revised visit targets. • Improved partner support and training to ensure referrals that meet the criteria, following robust information sharing processes. <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Staff will require to undergo training, especially on the new system, which will require time and budget (for On-Call staff). This will be kept to a minimal, with links to additional resources. The system has been built to be intuitive and user-friendly and supporting guidance will be available online and via P&P staff • Partners will need to sign up to a new Information Sharing Protocol and ICT system before they can make or receive referrals. It may take some time to get all existing partners, as well as new ones, signed-up so this will need to be taken into consideration when meeting targets in the initial years or a new process.
3.3	<u>Safe and Well (SAW)</u>
3.3.1	The SAW project has designed a visit that targets individuals at highest risk of fire, adopting an increased person-centred approach that incorporates wider health and social care considerations (which relate to fire risk), signposting and referring people to our established partners who can provide dedicated support.
3.3.2	The criteria and visit content have been identified through analysis of fire fatalities and serious injuries.
3.3.3	<p>Criteria:</p> <ul style="list-style-type: none"> • Aged 65+ • Anyone in the household has a history, or may be a target of, fire related crime • High levels of clutter / hoarding • History of fire, including signs of burns/scorch marks on furniture or clothing • Use of medical oxygen, emollient products, or medical airflow mattress where someone in the household smokes • Unable to evacuate the property in an emergency due to their age or medical condition including visual or hearing impairment • Dementia / Cognitive impairment • Use medication that causes drowsiness, visual disturbance or dizziness • Alcohol, drug or substance dependent • Anyone in the household has shown an interest in starting fires
3.3.4	The visit content is detailed in Appendix A. This covers the criteria questions along with the things to be considered during a visit. It should be noted that some of these elements are visual and not all questions will be applicable at every visit.
3.3.4	At the start of the SAW project a scoping exercise was undertaken to identify wider activities relating to HFSVs, including onward referrals. The information provided highlighted that across the country, stations / Areas were referring to a range of partners for different areas of support. This was captured and built into the project to ensure there is consistency in the services we deliver along with making it easy for staff to refer through automated processes, rather than having to carry this work out on return to station.
3.3.4	Considerations Affecting Option 2
3.4	Organisational: SAW as a project has been considered as part of broadening the role and a decision has not been reached in relation to implementation across all staff. As discussions around terms and condition are yet to be resolved, with no defined timescales, it is recommended that SAW as a project is discontinued. The elements of SAW that fit the

	<p>role-map of a firefighter could then be incorporated into a current HFSV. Any contentious elements could be discussed with Fire Brigade Union representatives to ensure members are content with the proposed revisions, however it is considered that identifying issues that are linked directly to potential fire injury or death fall within current role-map criteria.</p>
3.5	<p>Technological: As previously stated, the current HFSV programme does not reflect current risk and there are increasing issues with an ageing ITC system. A solution would be to move to the new system (with any revision required) to avoid duplicating ICT resource to initially maintain then replace CSET over time.</p>
3.5	<p>Innovative Technology: The roll-out of a new HFSV system has co-dependencies with the In-Vehicle System (IVS) project. Staff conducting HFSV will update information obtained at the visit 'live' via a tablet (a paper-based system is not feasible due to duplication, GDPR and environmental reasons). The IVS project provides the infrastructure to support this, with Wi-Fi on appliances supporting connectivity. Any roll-out would need to consider IVS timescales. This innovative approach not only supports the efficiency of the process and the effectiveness of referral pathways for the most vulnerable, it also demonstrates a commitment to innovation and modernisation.</p>
3.6	<p>Comparison of current HFSV v new visit When considering a number of key areas associated with the booking, managing and delivering a visit, it is evident that the revised visit, incorporating the newly built ICT, offers benefits to SFRS staff, our partners and our communities. This are covered in more detail by the presentation.</p>
3.7	<p>The options contained within this paper are aspirational and need to be fully considered by Senior Management Board (SMB), Strategic Leadership Team (SLT) and discussion held with the Fire Brigade Union (FBU) before any decision can be made.</p>
4	Recommendation
4.1	The SDC note the information in the document and associated presentation.
5	Key Strategic Implications
5.1	Risk
5.1.1	There are risk relating to current ageing ICT systems if a new alternative is not adopted.
5.2	Financial
5.2.1	The costs to provide an update HFSV have been encapsulated within the SAW project. Additional costs would be in relation to training (On-Call staff) and the production of a booklet to be left with householders.
5.3	Environmental & Sustainability
5.3.1	A new HFSV which is more targeted and reduces the total number of visits will see a reduction in travel and associated carbon emissions.
5.4	Workforce
5.4.1	A revised HFSV would be adopted by all staff currently delivering this service – front-line personnel and Community Action Teams.
5.5	Health & Safety
5.5.1	All health and safety aspects associated with delivering a visit have been considered with existing materials that can be adapted already widely used.
5.6	Health & Wellbeing
5.6.1	The revised visit supports the health and wellbeing of communities. Robust training and support also ensure are staff have the skills and knowledge when they are engaging with

	householders. This knowledge is relevant to staff in their personal and professional lives also.	
5.7 5.7.1	Training Training will be provided to staff via online modules (LCMS). This will include input on how to use the new ICT system.	
5.8 5.8.1	Timing The introduction of a new visit (if approved) would need to be considered in-line with the roll-out of the IVS project as it is reliant on the use of the tables and Wi-Fi that are being introduced across the country.	
5.9 5.9.1	Performance A revised visit, which is more targeted, would mean a reduction in overall visits being carried out. These would however ensure those most at risk from fire receive an interaction with SFRS and visits may take longer due to the potentially increased risks identified.	
5.10 5.10.1	Communications & Engagement A Communications Plan will be required to communicate any changes to our offer (no longer universal) to members of the public, staff and partners.	
5.11 5.11.1	Legal The revised visit ensures that members of the public who requests a visit, but do not meet the criteria, still receive advice and information ensuring we meet our statutory duties.	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. Yes	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. Yes	
5.14 5.14.1	Service Delivery HFSVs are delivered by Service Delivery staff so any decisions will affect them.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Farries, Director of Service Delivery
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	SDC can be assured that HFSV is a priority workstream within P&P and progress is being made.
8	Appendices/Further Reading	
8.1	None	
Prepared by:		Cathy Barlow – Deputy Head of Prevention and Protection
Sponsored by:		Iain Macleod, Deputy Assistant Chief Officer, Prevention and Protection
Presented by:		Iain Macleod, Deputy Assistant Chief Officer, Prevention and Protection
Links to Strategy and Corporate Values		
Outcome one of SFRS Strategic Plan - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.		

OFFICIAL

Outcome seven - Community safety and wellbeing improves as we work effectively with our partners.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Information only</i>

APPENDIX A – VISIT CONTENT

Section & Question	Operational Response Incident Type	Rationale, Background and Explanation for Inclusion
<p>Section 1 – Qualifying Criteria. There are behaviours or conditions that can make a person more at risk from fire or less able to react to an emergency - These are criteria questions and answering one or more will qualify the occupant for a visit</p>		
<p>Fire related crime and anti-social behaviour involving fire</p> <ol style="list-style-type: none"> 1. Is there anyone in the household who has shown an interest in starting fires? 2. Is there anyone in the household who is currently a target of fire related crime? 	<p>Wilful Fire Raising</p>	<ul style="list-style-type: none"> • Although fire fatalities in the youngest age group continue to be low, the problem of wilful fire raising, and the dangers and anti-social aspects of that continue to require early intervention and the ability to break the cycle of fire setting behaviour via the Fire Safety Support and Education (FSSE) programme. Obviously not all fire setting takes place within the home however, fire related antisocial behaviour places a significant demand on the resources of the SFRS, other public services and communities and this is another opportunity to help address this issue. • Fires started intentionally, either because of domestic abuse, or other acts of targeted violence continue to be of obvious high risk. Immediate action and assistance are required when this risk is identified, and as a result this is one of the ‘time critical’ criteria for SAW.
<p>Increased risk of fire due to:</p> <ol style="list-style-type: none"> 1. Over 65 years only 2. Alcohol or drug dependant 3. Use medical oxygen, paraffin-based emollients or medical airflow mattress where someone in the household smokes. 	<p>Fire</p>	<ul style="list-style-type: none"> • The predominant contributory factor identified in recent fire death trends is age, with approximately 50% of victims being in the 60+ category. • Alcohol and/or drug dependency can make people more chaotic in their lifestyles, make them less aware of the risks and dangers of their activities, and affect their ability to take decisive action when faced with fire, or leave them incapacitated and unable to escape danger during an emergency. • Medical oxygen, emollients and airflow mattresses if exposed to heat, or fire can combust very dangerously,

		heightening the risk, and outcome of a fire situation exponentially in terms of the rapid escalation of fire conditions.
Ability to react in the event of a fire: <ol style="list-style-type: none"> 1. Unable to evacuate the property in an emergency due to age, mobility or medical condition including hearing and/or visual impairment. 2. Use medication that causes drowsiness, visual disturbance or dizziness 3. High levels of clutter/hoarding 4. Dementia/cognitive impairment 	Fire	<ul style="list-style-type: none"> • There are several contributory factors with regards to the ability to evacuate, using dwelling fire data, it is hoped the variety of causes have been identified and covered in the available answers. • Where someone is unable to evacuate, this is ‘time critical’ information along with the fire related crime question and would lead to more urgent intervention by SFRS crews to assist with any control measures, advice or onward signposting and referral. • It is important to acknowledge that it is not down to the crew to ‘diagnose’ or ‘treat’ the occupier, only to identify that these are contributory factors to fire risk, and offer the correct advice in the correct manner, and where appropriate sign post or refer that person to the correct organisation, utilising predetermined and identified referral pathways associated with each condition. • An ageing population living longer with health issues such as dementia; alongside the medicating of multi-morbidities with a variety of prescription drugs has the potential to put more people being at risk from fire.
The following can be seen within the home: <ol style="list-style-type: none"> 1. Visible scorch or burn marks 2. Signs of unsafe cooking practices 3. Signs of unsafe smoking practices 	Fire	These factors are considered ‘near misses’ and arguably are early warning signs of potentially more serious consequences of fire.
Section 2 – Fire Risk Information.		
Personal habits – Alcohol and smoking <ol style="list-style-type: none"> 1. Does anyone in the household drink more than the low risk drinking guidelines of 14 units per week? 2. Does anyone in the household smoke? Cigarettes, cigars, tobacco pipes etc Answer Dependant Questions: <ul style="list-style-type: none"> • Does anyone smoke under the influence of alcohol or drugs, including prescription drugs? 	Fire	<ul style="list-style-type: none"> • The consumption of alcohol is obviously not a fire risk, but this coupled with cooking or smoking, can combine to increase fire risk substantially. To minimise this, advice can be offered. • Smoking, with regards to careless handling and the disposal of smoking materials, continues to be a very common contributory factor to many fires. It is the second highest cause of all ADF following cooking. Again, this is often in combination with another contributory factor, however, without the cigarette or other smoking material, there would be no ignition source.

<ul style="list-style-type: none"> Does anyone smoke in bed? 		<p>Discussing the person’s smoking habits can lead to further risk information being disclosed and identified.</p>
<p>Kitchen, and cooking safety</p> <ol style="list-style-type: none"> Are there any items near to the cooker/hob which can easily catch fire? E.g., towels or kitchen roll etc. Does anyone ever leave cooking unattended? Does anyone cook while under the influence of alcohol and/or drugs including any over the counter or prescribed medication? Does anyone cook using a deep fat fryer, or saucepan full of oil? Has there ever been a kitchen fire at the property? 	<p>Fire</p>	<ul style="list-style-type: none"> Cooking remains the most common cause of ADF, especially where there has been a distraction and the person has left cooking unattended, for example incapacitation through excessive alcohol, or drug use. Persons under the influence of alcohol/substance misuse continue to show up in SFRS fire data, with the mix of alcohol and smoking being one of the main causes of related fatalities and casualties. Cooking methods using oil continue to carry higher risk
<p>Around the house – Home Safety</p> <ol style="list-style-type: none"> Are any of these items left running when the occupier has gone out or is sleeping? e.g., Washing machine, Tumble dryer, Dishwasher Are any chargeable devices/items left plugged in once fully charged? e.g., tablet, mobile phone, e-cigarettes, mobility scooter etc. Are any of the following items used within the home? <ul style="list-style-type: none"> Plug in air fresheners Plug in oil burners Square block adapters Electric blankets Straighteners, tongs, curlers Are there any cracks or exposed wires on any electrical cables, plugs or sockets? Are candles, scented oil burners or incense used in the property? What sources of heating are found in the home. <ul style="list-style-type: none"> Electric Gas central heating Propane/butane gas/oil 	<p>Fire Special Service Call – Domestic Flooding</p>	<ul style="list-style-type: none"> This risk has been brought into sharper focus recently, with some well know companies issuing recalls on their products. Along with this, the importance of maintenance, and ensuring these are not left running while unattended, and the higher incidents of fire fatalities overnight combine to make this key advice. Opportunity to ensure these are being used as per the manufacturer’s instructions, and any unsafe practises identified, and advice given to lessen the chance of fire. Opportunity to give any advice or guidance dependant on the answer given. Advice given to stop using immediately and contact a qualified electrician if applicable. Safe use of candles, and the dangers of unattended open flames. Important from an operational response point of view, that if approached by the IC at an incident at their home, they can identify the location as required, however this will also lessen the damage if they encounter domestic flooding, or any other common home mishap

<ul style="list-style-type: none"> • <i>Open fire/log burner</i> • <i>Portable heaters</i> • <i>Heat pump</i> • <i>Under-floor heating</i> <p>7. Do occupiers know how to isolate the water supply in the property and where to find the gas shut off valve and electricity isolation?</p>		
<p>Outside the house – External Fire Safety</p> <ol style="list-style-type: none"> 1. Are household bins stored near to, or against the home? 2. Is there an integral/attached or detached garage, or an outhouse or shed in the garden/outside space? <p>Answer dependant question:</p> <ul style="list-style-type: none"> • <i>Are these areas kept locked?</i> • <i>Are there flammable liquids/substances/cylinders stored with these? e.g., spare petrol/diesel, paint thinners, gas bottles etc.</i> • <i>If the garage is integrated or attached and has direct access from the home, is the door a ‘fire door’?</i> <ol style="list-style-type: none"> 3. Are external doors, and windows kept locked? <p>Answer dependant question:</p> <ul style="list-style-type: none"> • <i>Are the door and window keys kept where everyone can access them in the event of an emergency?</i> <ol style="list-style-type: none"> 4. Are there any fire risks in the garden/outdoor space? e.g., firepit, outdoor heater, chimenea, barbeque etc 	<p>Fire</p>	<p>Avoid fire spread to the property in the event of a bin fire.</p>
<p>Children and young people in the home</p> <ol style="list-style-type: none"> 1. Does the occupier care for any young people up to the age of 16? <p>Answer Dependant Questions:</p> <ul style="list-style-type: none"> • Do you use stair gates, cupboard locks, blind cord safety devices or any other ‘child safety’ resources within the property? 	<p>Fire Safety in the home - Safeguarding</p>	<p>Although the incidents of fire deaths in the youngest age category remains low, we have other responsibilities as a public service to issue basic risk advice to lessen the number of accidental injuries, and poisoning of young people in the home from a child protection, and safeguarding point of view.</p>

<ul style="list-style-type: none"> • Within the home, are harmful materials and substances stored safely? e.g., liquid detergent tabs, bleach, weed killer etc • Are matches and lighters kept safely out of reach of children? • Are there any hazards in the garden/outdoor space? e.g., pond, water feature, spa etc 		
<p>Detection, night-time routine and fire action plan</p> <ol style="list-style-type: none"> 1. Does the household have a night-time routine? 2. Does the household have a fire action plan to ensure everyone knows what to do in the event of a fire? 3. Does the property have working smoke alarms? 4. Does the property have carbon monoxide detection fitted, where required? 5. Does the property have telecare/community alarms? 6. Are all external escape routes kept clear of obstructions? e.g., bikes, prams, garbage bags etc. 	<p>Fire Special Service Calls – Extreme weather, gas leak etc</p>	<ul style="list-style-type: none"> • Ensure the occupiers know what to do in the event of a fire or other emergency so they can take decisive action to evacuate safely or move to a place of shelter to await the arrival of the Emergency Services. • Fire and heat alarms continue to be of great importance, and with the new standards of detection being implemented in 2022 across Scotland, identification of any lack of, or shortage of detection needs to be discussed, advice given, and where applicable stand alone, or fully linked systems installed. • As above, although SFRS do not currently fit CO detectors, they instead, issue advice for the occupant to consider the fitting of an appropriate detector. SFRS Crews do attend properties where a carbon monoxide detector is activating, however with better understanding and advice issued the number of these calls would arguably fall

SECTION 3 – Visual check

SFRS personnel – This section allows you to select any area of concern from the visual check ‘walkaround checklist’ and select from the common issues associated with these topics, so when you finish the walkaround you can engage the occupier regarding any identified issues, offer advice, signpost, or use what you have seen to offer a referral in section 4.

N.B. If the occupier is only happy to allow you access to parts of the household you should still select ‘YES’, and then record the areas you did not access below. Please explain the following to the occupier.

<p>Q10. During a Safe and Well visit, we carry out a brief fire risk survey of your home, allowing us to personalise the safety advice we provide you. During this accompanied walkaround we are looking for any signs or issues which may heighten your risk of fire, or accidental harm in the home. Are you happy for us to check your fire detection, and complete a survey of your home?</p>	<p>YES/NO</p>
---	---------------

Walkaround checklist. Please indicate below during the walkaround any topics that require further discussion:

Detection	National standard – Does not comply	Defective/faulty	Other
Kitchen safety	Oven/grill	Toaster	Other

OFFICIAL

Electrical safety	Unsafe charging/block adapters	Damaged sockets/cables	Other
Signs of 'near-miss'	Scorch/burn marks	Smoke damage	Other
Clutter/hoarding	CIRS 1-3	CIRS 4-6	CIRS 7-9
Children and young people	Child safety resources	Storage of harmful materials	Other
Health, medication and falls	Behaviour - Forgetful/confused	Unsteadiness/balance	Poor lighting/trip hazards
	Polypharmacy	Falls pendant	Other
Heating the home	Use of single room only	Bedding/blankets used out-with bedroom	Dampness, or feels very cold
	Occupier wearing excessive clothing	Other	
No issues observed			
Were there any areas of the house you were unable to check fully as part of your walkaround?			
Please select yes or no			YES/NO
Unable to check:			
Sitting room	Bedroom	Kitchen	
Utility	Other		
Section 4 - Additional support – Signposting and onward referral			
Heating the home 1. Do you find it difficult to keep your home warm?		Fire	If they are only using a single room are there other dangers within the house e.g., unable to access the other rooms due to hoarding. If they are unable to heat their home, are they using heaters safely? etc. Are they at risk of harm and require intervention from another agency? By looking for these visual signs, action can be taken to lessen the risk of fire in the first instance, and the person can be sign posted or referred to a partner to deal with the root cause of the issue, be it a health issue, or financial inability to heat their home.
Mobility and Falls Prevention 1. Have you had a fall in the last 6months? (NOT the result of a simple accidental trip or slip) Answer dependant question • How many times have you fallen in the last 6months?		Fire	This question is designed to identify if the occupier requires a referral to the NHS Falls Assessment Team. By identifying the potential for a fall, steps can be taken by the Falls Assessment Team to implement any control measures and support required. We are only referring! There will be no fitting of handrails etc. by SFRS staff.

OFFICIAL

<ul style="list-style-type: none"> • 1-5 • 6-10 • 10+ • Where did you fall? • Inside • Outside • Both • Did you experience a blackout, dizziness, light-headedness or feel drowsy when you fell? • Have you experienced difficulties carrying out your usual activities since you fell? <p>2. Do you have any unsteadiness while on your feet or difficulties with walking or balance?</p> <ul style="list-style-type: none"> • Are you worried about falling? • Do you use walking aids? 		<p>By referring the occupier, and ensuring they are offered the correct support during an early intervention, the risk of a fall will lessen. In turn this will lessen their risk from fire, ensure they can escape in the event of a fire. This means we are mobilised to less special service calls where the root cause has been slips, trips and falls.</p>
<p>Social Isolation</p> <ol style="list-style-type: none"> 1. Do you ever go several days without being in contact with anyone? 2. Do you ever feel lonely or isolated? 	<p>Fire</p>	<p>This would be informed by the information gathered through the questions, and visual checks, and a referral made if required and agreed with the occupier. Evidence shows that living alone/ social isolation can be one of the contributory factors in many fire fatalities and casualties.</p>
<p>Telecare/Community Alarms</p> <ol style="list-style-type: none"> 1. Is there a telecare/community alarm service in the home? <p><i>If 'No':</i></p> <ul style="list-style-type: none"> • Would the household benefit from a Telecare service? • Would you like information on how to sign up to a telecare/community alarms package? 	<p>Fire Special Service Calls – Making Entry</p>	<p>This would be informed by the information gathered through the questions, and visual checks, and a referral made if required and agreed with the occupier.</p>
<p>The Safe and Well booklet we will leave with you today covers other useful advice for your information. (Crew will then show the person this section of the booklet) If any of these sections are particularly relevant to you, I</p>	<p>Special Service Calls – Flooding Water Rescue Making Entry – Concern for occupier</p>	<p>This section allows for crews to detail the supplementary information which is provided within the S&W booklet, and if required spend some time going over any section that is particularly relevant to the occupier's circumstances and explain the information as required.</p>

OFFICIAL

<p>can spend some time explaining the information if you would like?</p> <p>If 'Yes' record 'Specific areas explained':</p> <ul style="list-style-type: none">• Winter warmth and home energy• Home security - Neighbourhood Watch• Doorstep crimes/scams/online safety• Flooding• Mental health support	<p>Duty of care</p>	<p>By recording this information, we can recognise if there is a pattern where one area is concerning people, and add this into the main question section, and expand upon it in greater detail.</p>
--	---------------------	--



Report No: C/SDC/14-23

Agenda Item: 10

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	30 MAY 2023							
Report Title:	ANNUAL REPORT OF THE CLINICAL GOVERNANCE TECHNICAL WORKING GROUP							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To provide the Service Delivery Committee (SDC) with a high-level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2022/23. This report also provides assurances around the CGTWG membership and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. The work demonstrates alignment to the seven pillars of clinical governance, along with providing an overview of the key success / achievements over this period.							
1.2	The Scottish Fire and Rescue Service (SFRS) Board (through the SDC) and members of the Strategic Leadership Team (SLT) will be kept informed of clinical matters through this annual report.							
2	Background							
2.1	The Training, Safety and Assurance Directorate (TSA) have agreed arrangements and are continuing to work in partnership with the Scottish Ambulance Service (SAS) to deliver the SFRS Operational Clinical Governance Framework (OCGF) as set out back in September 2021.							
2.2	The Memorandum of Understanding (MoU) for the OCGF was agreed and signed by the SFRS Deputy Chief Officer and the SAS Chief Executive in May 2022.							
2.3	The Service Level Agreement (SLA) for the OCGF, drafted by the SFRS legal team is now in the final stages of consultation and agreement by the SAS legal team ahead of being formally put in place (as per the procedure set out in the MoU).							
3	Main Report/Detail							
3.1	To review and note the contents contained within the CGTWG's annual report 2022/23, see Appendix A.							
3.2	This is the first annual report and the CGTWG, feedback would therefore be welcomed on how this could be improved.							
3.3	Important to note that as a result of the extensive cross Directorate planning arrangements that were required for potential Industrial Action across the UK Fire Service, through Q3 and Q4 2022/23. It meant that work and time scheduled to progress specifically the							

	business case for procurement of clinical equipment, for frontline use, was delayed and therefore will be progressed by the Operations Function throughout 2023/24. As such and as part of the co-Chairing of the CGTWG set out in the Terms of Reference. In agreement with respective Heads of Service for Training and Operations, representatives from the Operations Management Team will be leading and Chairing the CGTWG, through 2023/24 with the continued support of the Training Management Team.
4	Recommendation
4.1	For the SDC to note the content of this report and provide feedback accordingly.
5	Key Strategic Implications
5.1	Risk
5.1.1	Clinical risk management approach is in place to reduce the likelihood of harm to casualties through providing sub optimal care.
5.2	Financial
5.2.1	Our on-going collaboration with SAS cover time allocated by two seconded members of staff and expenses, circa £28k for work conducted during 2022/23, providing best value.
5.3	Environmental & Sustainability
5.3.1	Not applicable.
5.4	Workforce
5.4.1	SFRS crews are trained and are provided with the relevant equipment to deliver high quality care.
5.5	Health & Safety
5.5.1	Not applicable.
5.6	Health & Wellbeing
5.6.1	Not applicable.
5.7	Training
5.7.1	Material has been reviewed in collaboration with SAS colleagues to ensure this aligns to clinical governance standards. SFRS firefighters are trained to provide high quality clinical care in the differing situations they encounter.
5.8	Timing
5.8.1	The annual report is aligned to the reporting year and to demonstrate the progress and work being carried out relating to clinical governance within SFRS.
5.9	Performance
5.9.1	Not applicable.
5.10	Communications & Engagement
5.10.1	Not applicable.
5.11	Legal
5.11.1	A clinical risk management approach is in place to reduce the likelihood of harm to casualties and potential legal challenges against the SFRS for providing sub optimal care.
5.12	Information Governance
5.12.1	DPIA completed No. If not applicable state reasons. – Nothing related within this report.

5.13	Equalities	
5.13.1	EHRIA completed No. If not applicable state reasons. – not required as part of this annual assurance report submission.	
5.14	Service Delivery	
5.14.1	To improve the level of care SFRS Firefighters provide our communities when responding to incidents that require casualty care.	
6	Core Brief	
6.1	Not applicable.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	As evidenced within the Scottish Fire and Rescue Service Operational Clinical Governance Framework, Report Number Two, March 2023 and associated Action Plan continued progress is being made towards the delivery of this work.
8	Appendices/Further Reading	
8.1	Appendix A: CGTWG Annual Report 2022/23	
Prepared by:	Ally Cameron, Area Commander Training Function	
Sponsored by:	Bruce Farquharson, Deputy Assistant Chief Officer Head of Training	
Presented by:	Andy Watt, Assistant Chief Officer Director of Training Safety and Assurance	
Links to Strategy and Corporate Values		
SFRS Strategic Plan 2022-25		
Outcome 2 – Communities are safer and more resilient as we respond effectively to changing risks		
Outcome 3 – We value and demonstrate innovation across all areas of our work		
Outcome 7 – Community safety and wellbeing improves as we work effectively with our partners		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>17 May 2023</i>	<i>For Information Only</i>
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Scrutiny</i>



Scottish Fire and Rescue Service (SFRS)

Operational Clinical Governance Technical Working Group

Annual Report 2022/23

1. Purpose

- 1.1 To provide the Senior Management Board and Service Delivery Committee with a high-level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2022/23. This report also provides assurances around the CGTWG membership and meetings conducted over this period, highlighting the progress made towards delivery of the Operational Clinical Governance Framework and related Action Plan. The work demonstrates alignment to the seven pillars of clinical governance, along with providing an overview of the key success/achievements over this period.

2. Background

- 2.1 The Scottish Fire and Rescue Service's (SFRS) primary role continues to be a Fire and Rescue Service; however, the Service assists partner emergency services in a range of duties. In both roles, SFRS operational personnel could be reasonably expected to have to deal with casualties and patients. SFRS thereby has a corporate responsibility to ensure all reasonable measures are in place to safeguard the safety of patients, casualties and our own personnel in line with the SFRS 'Our Values'.
- 2.2 The requirement to provide an appropriate casualty care response falls under our SFRS Strategic Plan 2022-25 specifically:
- **Outcome 2** – Communities are safer and more resilient as we respond effectively to changing risks
 - **Outcome 3** – We value and demonstrate innovation across all areas of our work
 - **Outcome 7** – Community safety and wellbeing improves as we work effectively with our partners.
- 2.3 SFRS is not an ambulance service and therefore does not have the necessary required clinical expertise for all aspects of clinical governance. Consequently, SFRS rely on the Scottish Ambulance Service (SAS) for some aspects of its clinical governance, as detailed within section 3, below. The SFRS continue to work with SAS partners to provide a clinical governance framework for policies, procedures, training and equipment for the provision of casualty care. The guidance and support provided by SAS is laid down clearly within the Memorandum of Understanding (MoU) and draft Service Level Agreement (SLA).
- 2.4 The CGTWG was Chaired by the Training Safety and Assurance Directorate Group and Area Commanders during the financial year ending 31 March 2023 and was attended by:
- Area Commander Training, Safety and Assurance
 - Group Commander – Training
 - Group Commander – Operational Assurance
 - Group Commander – Operations
 - SFRS Information Governance Manager
 - SFRS Legal Services Manager
 - SFRS Equality and Diversity Manager

- SFRS Head of Safety and Assurance
- SAS Clinical Governance Manager
- SAS Clinical Effectiveness Lead

The group met four times during 2022/23, as detailed below: -

- 13 June 2022
- 15 September 2022
- 14 December 2022
- 29 March 2023

3. High-Level Overview of Work Aligned to the Seven Pillars of Clinical Governance

Over this reporting period a review of the SFRS Clinical Governance Structures was completed and an overview submitted to the Service Delivery Committee (SDC) on 29 November 2023 ([link to the paper](#)). As a result, and to align with the agreed structure, this annual report will therefore partly be aligned to the seven pillars of clinical governance, as detailed below.

3.1 Leadership and Governance

The area has seen significant developments over this reporting period. The SFRS Board (through the SDC) and Strategic Leadership Team (SLT) are kept informed of clinical matters through both quarterly updates and this annual report combined. The development in this area, demonstrates a significant improvement in relation to the overall reporting processes and therefore assurances now being provided, together with the scrutiny applied. A longer-term aspiration is to provide more comprehensive data capture and analysis.

3.2 Training, People Management and Support

Medical and casualty care training of SFRS personnel to appropriate levels continues to be progressed with the guidance and support of the SAS. The medical training packages have all been reviewed by SAS subject matter experts on behalf of the SFRS in line with latest clinical developments, best practice guidelines and to ensure continual professional development. An initial review of casualty training by SAS has also been undertaken and training input amended to reflect recommendations for best practise.

In conjunction with the SAS the SFRS continue to monitor trends in the type of medical support required for incidents attended with the support of our Operational Assurance team. Under the agreed clinical governance arrangements with SAS this should help ensure SFRS firefighters are trained to provide high quality clinical care in the differing situations they encounter.

People management continues to be monitored through SFRS People and Organisational Development, Training, Safety and Assurance and Service Delivery Directorates to ensure suitable numbers of trained personnel are maintained and balanced accordingly across the Service. This includes provision of the appropriate medical and casualty care skills for Service personnel who provide specialist rescue response capabilities. The Services 'Training Needs Analysis' procedure is utilised and is an effective tool towards supporting a balance of medically trained personnel across the SFRS.

As part of SFRS's commitment to promoting healthy working environments for all personnel, support is being provided through the current provision of Post Incident Support Procedure (PISP).

3.3 Equipment

The equipment employed by the SFRS to assist with casualties and patients continues to be agreed and regularly reviewed by the SAS where appropriate on behalf of the SFRS, in line with current best practice. The CGTWG with relevant representation, including SAS ensures the pathway for the review, procurement and implementation of equipment, thus ensuring SFRS crews are provided with necessary equipment to deliver high quality care.

3.4 Clinical practice

Following the introduction of the initial Operational Clinical Governance Framework, good progress continues to be made in relation to the work activities detailed within the agreed action plan, contained within the Framework document. Relationships between SFRS and SAS have also strengthened through regular dialogue. Our approach aims to enable us to further develop and improve the delivery of casualty care outcomes to our communities, together with the competency of operational personnel, an area we aim to be able to evidence in more detail as we evolve.

3.5 Audit and continuous improvement

SAS have now completed a review of related SFRS training content to ensure it meets with current practice. Our Casualty Care Practitioners Group provides a crucial platform to manage this work, which further supports improvements we can make towards the level of casualty care we provide our Communities. Work is also underway in conjunction with the SAS to develop an ongoing audit programme of SFRS's clinical activity. Learning and continuous improvement that arises from all of this will now be managed through our established governance process

3.6 Risk management

Risk management arrangements relating to the partnership approach adopted by SFRS and SAS for clinical governance have been considered and agreed as part of the MOU and soon to be agreed SLA.

3.7 Patient and Public Involvement

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

4. Key Successes/Achievements throughout 2022/23

- Memorandum of Understanding with SAS and SFRS signed May 2022.
- Service Level Agreement – drafted by the SFRS legal team is now in the final stages of consultation and agreement by the SAS legal team ahead of being formally put in place.
- Operational Clinical Governance Structure developed and implemented.
- Completed a review of the SFRS Initial Casualty Assessment and Treatment (ICAT) and ICAT Intermediate courses; and subsequent redesign of SFRS Casualty Care Training delivery courses.
- Completion and review of National Training Standard for Casualty Care
- SFRS Training for Operational Competence (TfOC) now live with quarterly enhanced Casualty Care learning for all operational staff.
- Joint development between SFRS and SAS of a suite of practical video content to enhance learning materials available to all operational personnel.
- Enhanced use of electronic technology such as short online video tutorials, easily accessible to all personnel, has also improved the way we can deliver clinical education across the SFRS.
- A review of our SFRS Trauma Kits completed and a business case for funding for the enhanced equipment will be presented in due course to the SFRS Asset Management Liaison Board by SFRS Operations function, in consultation with SAS and SFRS Training Directorate. (Note: this has been previously delayed due to significant resource being re-directed for pre-planning arrangement required for potential Industrial Action.)

5. Casualty Care Practitioner Group

The Casualty Care Practitioners Group was reinstated to provide a group of subject matter experts from SFRS and SAS to drive forward casualty care improvements and actions arising from Clinical Governance Technical Working Group. The Casualty Care Practitioners Group has also had an active focus on completing the review of the current SFRS Initial Casualty Assessment and Treatment (ICAT) courses, which have been now running for eight years. The aim of the ICAT course is to provide basic care and initial management/care to people presenting with life threatening conditions. An initial review in 2021 helped inform our understanding of the baseline of casualty care activities in SFRS, and the recent completion of a full course review has led to significant improvements to the quality of the SFRS ICAT course. The reviewed ICAT course has now been delivered to trainee firefighters at the National Training Centre and to on call firefighters at Inverness Training Centre. The course will now be delivered across all SFRS venues and be subject to continual improvement as a key workstream of the Casualty Care Practitioners Group. The next steps are 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.

6. Closing Remarks

During 2022/23 notable progress has been made in our journey towards establishing an effective clinical governance structure and associated working practices. Our partnership working with the SAS is key to this success and together we have comprehensively reviewed, changed and improved our clinical practices. Although the Service's prime function is that of a Fire and Rescue Service, it is clear that our work to support the SAS and the people of Scotland will increase in time as our population ages and demand for limited resources grows. In developing our Clinical Governance structure and workstreams we are taking the necessary steps now to ensure that we can provide safe, effective and appropriate practice when and where necessary.

Report No: C/SDC/15-23

Agenda Item: 11

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	30 MAY 2023							
Report Title:	COMMITTEE ASSURANCE STATEMENT 2022/23							
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this report is to present the Service Delivery Committee (SDC) Assurance Statement 2022/23, outlining evidence of how the Committee supports the effective functioning of the Board.							
2	Background							
2.1	The Committee Assurance Statement supports the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this, feeds into the Annual Governance Statement. This statement has changed its title this year, from Value Added Statement to Committee Assurance Statement, in line with the continuing implementation of our Good Governance Framework.							
3	Main Report/Detail							
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 30 June 2022. The Committee Assurance Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence.							
4	Recommendation							
4.1	The Committee is requested to approve the contents of the SDC Committee Assurance Statement 2022/23 as set out in Appendix A, and provide feedback as necessary.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of Service Delivery activities to reduce risk while improving the safety of our Firefighters and communities we serve, two key strategic priorities for the SFRS.							
5.2	Financial							
5.2.1	The SDC scrutinises and evaluates Service Delivery across Scotland, with regards to best value and contribution to National Outcomes.							

OFFICIAL

5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report.	
5.4 5.4.1	Workforce The Committee scrutinises the resources (people) and capability required for effective Service Delivery.	
5.5 5.5.1	Health & Safety This report highlights the SDC contribution towards improving the operational Health and Safety of all staff.	
5.6 5.6.1	Health & Wellbeing There are no Health and Wellbeing implications arising from this report.	
5.7 5.7.1	Training There are no training implications arising from this report.	
5.8 5.8.1	Timing This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2022/23.	
5.9 5.9.1	Performance Information contained within this report deems that there are no significant gaps in the performance of Service Delivery.	
5.10 5.10.1	Communications & Engagement This report provides an opportunity for SDC members to review the contents and provide feedback prior to its inclusion as part of the Annual Report and Audited Accounts for 2022/23.	
5.11 5.11.1	Legal Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.	
5.12 5.12.1	Information Governance <i>DPIA completed Yes/No. If not applicable state reasons. No DPIA was required for this paper as it contains no personal information.</i>	
5.13 5.13.1	Equalities <i>EIA completed Yes/No. If not applicable state reasons. Covered by the Corporate Governance Arrangements 2022 EIA.</i>	
5.14 5.14.1	Service Delivery This report highlights the effective contribution that the SDC contributes within SFRS Board and Committee governance arrangements, in relation to Service Delivery.	
6	Core Brief	
6.1	Not Applicable.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Richard Whetton, Head of Governance, Strategy and Performance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient

OFFICIAL

7.3	Rationale:	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Committee Assurance Statement allows for the Committee to outline evidence of its effectiveness.
8	Appendices/Further Reading	
8.1	Appendix A – SDC Committee Assurance Statement 2022/23	
Prepared by:	Kevin Murphy, Group Commander, Board Support Manager	
Sponsored by:	Nick Barr, Chair, Service Delivery Committee	
Presented by:	Nick Barr, Chair, Service Delivery Committee	
Links to Strategy and Corporate Values		
This links to all seven outcomes of the SFRS Strategic Plan 2022-25 and SFRS values.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Decision</i>



Service Delivery Committee

Committee Assurance Statement

2022/23

1 Purpose

The purpose of this statement is to give an overview of the value added and assurance sought by the Service Delivery Committee over the period April 2022 – March 2023, in its role as a Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its committees, and is incorporated into the Service's Annual Governance Statement.

2 Background

The Service Delivery Committee was formed in April 2017 and serves to provide assurance to the Board, via the Chair of the Committee, on the ongoing safety, risk management, performance and quality management of business as usual operations. The Chair of the Committee reports directly to the Board with the minutes of Committee meetings presented at Board meetings along with a verbal update report on Committee business. Additionally, the Chair also is a member of the Integrated Governance Forum which meets 4 times a year with the aim of co-ordinating committee and board work.

3 Summary of the Committee's Work

This reporting period has seen the Service and this Committee settle down to a more normal, business as usual routine. The effects of the global pandemic, particularly in terms of historical statistical reporting, will be seen for some time, but as these pass, they will merge with other effects, such as those of climate change, budget constraints and the cost of living crisis, to form the new normal.

Other significant events, such as the tragic death of FF Martin, the threat of industrial action and budget constraints have all led to a challenging period during which the Service has continued to provide the people of Scotland with a fully operational and effective fire and rescue service.

During this period, the Committee has continued to scrutinise the operational output of the Service and over the 12-month period has received and discussed papers on a wide range of operational subjects. The Committee has also resumed its remit of visiting operational locations and meeting staff. This year has seen Committee meetings being held on-line, at Dundee, SFRS HQ and Johnstone Operations Control. The on-site meetings are particularly useful to committee members as they provide opportunity to relate discussions to the reality of people, equipment and locations. Committee members value the time spent in discussion with operational staff members following these meetings. Members have also held a joint workshop event with members of the People Committee and Senior Leadership Team discussing training re. what the future holds; and what impact planned changes will have.

OFFICIAL

At each meeting, the members continue to receive a Service Delivery Update report, updating key points of work from across the Service Delivery Directorate; this includes a regular review of existing control room equipment and the progress of obtaining a new mobilisation system, as well as operations control staffing levels. The Committee also benefitted greatly from further development of the Power BI data analysis tool, with excellent reports on key performance indicators as well as more detailed analysis of chosen subjects, such as Home Fire Safety Visits. Additionally, the Committee welcomes and values the presence of the HMFSI representative, particularly in relation to receiving forthcoming workstream updates and input during HMFSI action plan updates.

Specific examples of the Committee's wider work are:

- Conclusion of 4 quarterly reports of the effects of climate change.
- Final report (phase 1) on the Grenfell Tower Fire and associated action plan.
- Continued overview of the Unwanted Fire Alarm Signals project as the Service moves towards implementation.
- Continued development, in conjunction with the Scottish Ambulance Service, of Clinical Governance in the Service.
- Risk spotlights such as High-Rise Fire Fighting; in-vehicle data terminals; cost of living crisis; industrial action contingency planning; and a continuing review of existing operations control existing systems resilience.

4 Future Work Priorities of the Committee

The Committee will continue to fulfil its Terms of Reference and provide scrutiny and oversight of key operational initiatives, alongside business as usual activities. The resilience of existing Operations Control systems will continue to be challenging, as will increasing budget constraints. Climate change will undoubtedly increase likelihood of wildfires and the Unwanted Fire Alarm Signals work will need to be implemented and embedded in daily work. Additionally, to assist in the work of the Committee, members will continue to interrogate the performance information provided by the Data Services Team as well as taking a broad view on the subjects previously mentioned.

The Terms of Reference provide a broad basis of scope that will ensure the Committee is able to conduct its business effectively and these were reviewed in February 2023 at the annual governance workshop.

5 Actions to Improve the Committee's Governance Arrangements

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

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

Nick Barr
Chair Service Delivery Committee
May 2023

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	30 MAY 2023						
Report Title:	STRATEGIC RISK UPDATE						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
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.						
2	Background						
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks.						
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.						
2.3	All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee.						
2.4	The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.						
2.5	Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required.						
3	Main Report/Detail						
3.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review. Work is currently being undertaken to review registers as part of the Q4 update.						
3.2	Appendix 1 provides current information held on risks, controls and changes undertaken during the last review and includes: <ul style="list-style-type: none"> Appendix 1d – 0 closed controls 						

<p>3.3</p>	<ul style="list-style-type: none"> • Appendix 1e – 0 closed risk • Appendix 1f – 6 rating changes • Appendix 1g – 0 new risk • Appendix 1h – 0 new control <p>In relation to Appendix 1f – 6 Risk Rating Changes:</p> <ul style="list-style-type: none"> • SD014 – 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). The risk rating raised from 15 to 20. The change reflects discussions held within SLT regarding uncertainty over future industrial actions. Probability increased from 3 to 4. • SD001 - There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems. The risk rating decreased from 20 to 15 following consultation with DMT it was agreed that the probability should be reduced from 4 to 3 however the impact would remain at 5. • SD003 - There is a risk of SFRS operational availability systems reaching end of life and failing and the existing supplier ceasing to support or maintain legacy systems. The risk rating decreased from 20 to 12. It was agreed at DMT that the impact of the SFRS operational availability systems has reduced due to contracts being renewed and with ongoing reviews of the current systems to ensure we can effectively mobilise and manage appliance availability. • SD010 - 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. The risk rating decreased from 15 to 12. The impact has been reduced through consultation with DACO Nicholson following a full review of the risk in line with the guidance from 5 to 4. • SD013 - There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity. The risk rating decreased from 16 to 12. The impact has been reduced through consultation with DACO Nicholson following a full review of the risk in line with the guidance from 4 to 3. • SD004 - There is a risk of failing to maintain a standard suite of Policies because of the volume of Policies and the consultation timeframe. The risk rating decreased from 9 to 8 following consultation with DMT it was agreed that the probability should be reduced from 3 to 2 however the impact would increase to from 3 to 4.
<p>3.4</p>	<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>3.5</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.</p>

4	Recommendation
4.1	The Service Delivery Committee is asked to: <ul style="list-style-type: none"> • Scrutinise the Service Delivery Committee Risk Report. • Identify future risk spotlights to be provided to the Board.
5	Key Strategic Implications
5.1	Risk
5.1.1	The report identifies risks from each Directorate together with controls to minimise the likelihood and impact upon the Service. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.
5.1.2	Failure to manage risk appropriately may impact upon the priorities of the Service and, depending upon the nature of the risk, the reputation of the Service.
5.2	Financial
5.2.1	The report identifies risks from each Directorate together with controls to minimise the likelihood and impact. Financial implications arising from decisions taken will be managed by the relevant Directorate.
5.3	Environmental & Sustainability
5.3.1	Any implications arising from the report will be managed by the relevant Directorate.
5.4	Workforce
5.4.1	Any implications arising from the report will be managed by the relevant Directorate.
5.5	Health & Safety
5.5.1	Any implications arising from the report will be managed by the relevant Directorate.
5.6	Health & Wellbeing
5.6.1	Any implications arising from the report will be managed by the relevant Directorate.
5.7	Training
5.7.1	Any implications arising from the report will be managed by the relevant Directorate.
5.8	Timing
5.8.1	The report is provided to the Audit and Risk Assurance Committee on a quarterly basis as required.
5.9	Performance
5.9.1	The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.
5.10	Communications & Engagement
5.10.1	Any implications arising from the report will be managed by the relevant Directorate.
5.11	Legal
5.11.1	Any implications arising from the report will be managed by the relevant Directorate.
5.12	Information Governance
5.12.1	DPIA completed - No. The report provides a summary of risks and actions to be taken by Directorates, and named individuals, to manage any significant risk identified. The responsible Directorate will ensure that any relevant DPIA is completed as required.

5.13 5.13.1	Equalities EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate.	
5.14 5.14.1	Service Delivery Any implications arising from the report will be managed by the relevant Directorate.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director: John Thomson, Acting Director of Finance and Procurement	
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient : There is room for improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales.	
7.2	Rationale: The report is based upon information identified by each Directorate and I have confidence that the information is correctly reported based upon these returns.	
8	Appendices/Further Reading	
8.1	Appendix 1 – Audit and Risk Assurance Risk Report	
Prepared by:	David Johnston, Risk and Audit Manager	
Sponsored by:	David Johnston, Risk and Audit Manager	
Presented by:	Stuart Stevens, Interim Deputy Chief Officer	
Links to Strategy and Corporate Values		
Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6:		
Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<ul style="list-style-type: none"> Objective 5.1: Remaining open and transparent in how we make decisions Objective 5.6: Managing major change projects and organisational risks effectively and efficiently 		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>30 May 2023</i>	<i>For Scrutiny</i>

Service Delivery Committee Risk Report 2022-2023 Q4



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 – [Nil Return]
- Directorate Closed Risk Summary – Appendix 1e – [Nil Return]
- Directorate Risk Rating Change Summary – Appendix 1f
- New Directorate Risks – Appendix 1g – [Nil Return]
- New Directorate Control Summary – Appendix 1h – [Nil Return]

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
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	20 (4 x 5)	SDC	SLT
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
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

OFFICIAL

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	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	15 (3 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	12 (4 x 3)	SDC	AMLB
1	Improve Safety and Wellbeing of Communities	SD010	Compliance Fire Act (Scotland) Part 3	There is a risk the SFRS is unable to effectively enforce fire safety legislation in compliance with part 3 of the Fire (Scotland) Act 2005 in relevant premises. This could be because of the lack of sufficient, suitably trained SFRS fire safety enforcement staff locally and nationally.	Head of Prevention and Protection	12 (3 x 4)	SDC	SMB

OFFICIAL

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
4	Legal and regulatory compliance	SD013	Legal and regulatory compliance	<p>There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity</p> <p>This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire (Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.</p>	Head of Prevention and Protection	12 (4 x 3)	SDC	SMB
8	Improve performance	FCS008	Environmental Management	<p>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.</p>	Acting Director of Asset Management	9 (3 x 3)	SDC	ECMB
1	Improve Safety and Wellbeing of Communities	SD004	Standardisation of Service Delivery	<p>There is a risk of failing to maintain a standard suite of Policies because of the volume of Policies and the consultation timeframe. This would result in having an inconsistent approach to service response and could lead to possible operational failures resulting in a death of serious injury to staff or members of our local communities.</p>	Head of Operations	8 (2 x 4)	SDC	SMB

Directorate Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	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 - 90%	SFRS has developed an Industrial Action Response Plan, C3 Structure and worked in partnership with NFCC, Home Office, Scottish Government and other partners to develop a supporting MAC-A request. Capacity and suitability of plan tested through a series of exercises and simulations. Off-site C3 arrangements developed supported by Police Scotland.	20 (4 x 5)	4 (1 x 4)	SDC	SLT
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
8	SPPC001	Service Performance Management	Implement data quality and Governance improvement plan	Head of Governance, Strategy and Performance	Nov-23	Green - 0%	Data Governance Group working on improvement actions	20 (5 x 4)	8 (2 x 4)	SDC	GGB

OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
6	FCS012	Supply Chain Shortages	Continue to monitor and re-phase Capital Programme as required, ensuring required levels of governance maintained.	Acting Director - Asset Management	Mar-23	Green - 60%	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
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 - 60%	Continue to review the capital programme to align to current market conditions.	16 (4 x 4)	8 (4 x 2)	SDC	AMLB
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	Apr-23	Amber - 40%	Vision 5 DR (Disaster Recovery) - Dundee dataset to be tested, followed by training for OC personnel. Edinburgh dataset still to be uploaded by suppliers (SSS) with testing and training to be completed.	15 (3 x 5)	10 (2 x 5)	SDC	AMLB

OFFICIAL

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	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.	15 (3 x 5)	10 (2 x 5)	SDC	AMLB
6	SD003	Operational Availability Systems	PTFAS project to liaise with ICT to extend licences where required until delivery of new rostering system solution	GC Pincombe, Group Commander, Operations - National Resilience	Mar-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	12 (4 x 3)	9 (3 x 3)	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.	12 (4 x 3)	9 (3 x 3)	SDC	AMLB

OFFICIAL

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
1	SD010	Compliance Fire Act (Scotland) Part 3	Develop a 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	Aug-23	Green - 50%	SFRS have just received the NFCC Competence Framework and will review this to develop SFRS specific plans to align with Scottish legislative requirements.	12 (3 x 4)	8 (2 x 4)	SDC	SMB
4	SD013	Legal and regulatory compliance	Draft options paper for presentation at DMT to select appropriate system to replace PPED.	GC Bosworth, Performance & Outcome Coordinator, Fire Safety Enforcement	Mar-23	Green - 75%	Working group has now been established to identify the functional requirements of a new system prior to going to tender. Demonstration of 4 providers has been provided with a final demonstration been delayed. Following the completion of the final demonstration an evaluation process will be undertaken to determine the options or moving forward with the database provision.	12 (4 x 3)	9 (3 x 3)	SDC	SMB
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	Green - 70%	The Strategic Asset Management Plan (SAMP) for Fleet is complete and was approved by The SFRS Board in November 2022. 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	Jan-24	Green - 50%	Document Conversion Project is now a 5 Phase approach with estimated full document conversion completion now being March 2024.	8 (2 x 4)	6 (2 x 3)	SDC	SMB

OFFICIAL

Directorate Closed Control Summary

Appendix 1d

Nil Return

OFFICIAL

Directorate Closed Risk Summary

Appendix 1e

Nil Return

Directorate Risk Rating Change Summary

Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (Pxl)	Initial Risk Rating (Pxl)	Committee	Executive Board
SD014	Legal and regulatory compliance	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	Probability Increased; The change reflects discussions held within SLT regarding uncertainty over future industrial actions. Probability increased from 3 to 4.	20 (4 x 5)	15 (3 x 5)	SDC	SLT
SD001	Adequate operational assets, equipment etc.	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	Probability Decreased; Following consultation with DMT it was agreed that the probability should be reduced from 4 to 3 however the impact would remain at 5.	15 (3 x 5)	20 (4 x 5)	SDC	AMLB

OFFICIAL

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
SD003	Adequate operational assets, equipment etc.	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	Impact Decreased; It was agreed at DMT that the impact of the SFRS operational availability systems has reduced due to contracts being renewed and with ongoing reviews of the current systems to ensure we can effectively mobilise and manage appliance availability.	12 (4 x 3)	20 (4 x 5)	SDC	AMLB
SD010	Improve Safety and Wellbeing of Communities	Compliance Fire Act (Scotland) Part 3	There is a risk the SFRS is unable to effectively enforce fire safety legislation in compliance with part 3 of the Fire (Scotland) Act 2005 in relevant premises. This could be because of the lack of sufficient, suitably trained SFRS fire safety enforcement staff locally and nationally.	Head of Prevention and Protection	Impact Decreased; The impact has been reduced through consultation with DACO Nicholson following a full review of the risk in line with the guidance from 5 to 4	12 (3 x 4)	15 (3 x 5)	SDC	SMB

OFFICIAL

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (Pxl)	Initial Risk Rating (Pxl)	Committee	Executive Board
SD013	Legal and regulatory compliance	Legal and regulatory compliance	<p>There is a risk that the P&P Enforcement Database does not provide effective recording, monitoring, proposing and reporting of FSE activity</p> <p>This could occur if there are further ICT issues or where fixes are delayed due to such issues not being within the ICT programme of work or outwith internal development capabilities. This would result in a reduced ability to progress audit activity, meet statutory duties under Part 3 of the Fire (Scotland) Act 2005, deliver outcomes within the Strategic Plan, target community risk and provide evidential support to the Procurators Fiscal where offences are reported. User confidence is also impacted resulting in reduction of data quality.</p>	Head of Prevention and Protection	Impact Decreased; The impact has been reduced through consultation with DACO Nicholson following a full review of the risk inline with the guidance from 4 to 3	12 (4 x 3)	16 (4 x 4)	SDC	SMB
SD004	Improve Safety and Wellbeing of Communities	Standardisation of Service Delivery	<p>There is a risk of failing to maintain a standard suite of Policies because of the volume of Policies and the consultation timeframe. This would result in having an inconsistent approach to service response and could lead to possible operational failures resulting in a death of serious injury to staff or members of our local communities.</p>	Head of Operations	Probability Decreased; Following consultation with DMT it was agreed that the probability should be reduced from 3 to 2 however the impact would increase to from 3 to 4	8 (2 x 4)	9 (3 x 3)	SDC	SMB

New Directorate Risks

Appendix 1g

Nil Return

OFFICIAL

New Directorate Controls Summary

Appendix 1h

Nil Return



HM Fire Service Inspectorate

Report to: SCOTTISH FIRE AND RESCUE SERVICE
SERVICE DELIVERY COMMITTEE

Meeting Date: 30 May 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 is aware the first inspection of this type is being carried out across the East Service Delivery Area. Inspection visits and interviews concluded in early March. Work is continuing to progress with the development of a new style of report. The publication is anticipated in the near future which will follow the normal consultation process with the Service.

3.2 Focussed Inspections

HMFSI was 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, were temporarily paused. However, the Chief Inspector can now confirm that fieldwork for both inspections have now recommenced.

Contingency planning arrangements in the event of potential industrial action

This inspection is complete with the report now in final draft which will be presented to the Minister for Victims and Community Safety by the Chief Inspector. This inspection was directed by the Minister when Industrial Action within the SFRS was a possibility. With the acceptance of a pay offer that avoided any strike action, HMFSI concluded that valuable learning could still be gained by the completion of the inspection process and the production of a final report. The Inspection focused on business resilience and maintenance of service in the event of industrial action by Operational Firefighters and/or Operations Control Firefighters.

Command and Control Mobilising System (CCMS)

Unlike most of our inspections, this piece of work was initiated with the expectation that it would form part of a wider review. The Chief Inspector, following discussions with the Auditor General, agreed that we would focus on the operational aspects of the decision to terminate the contract.

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

- We considered the original operational need that led the SFRS to believe that a new mobilising platform was required;
- We reviewed the options considered when determining the specification of such a system;
- We considered the suitability of systems in place for mobilising fire service resources across Scotland;
- We considered the resilience of existing systems and the suitability of contingency arrangements in the event of systems failure;
- We considered the SFRS plans and associated timescales in relation to the procurement of a new mobilising system given the decision to terminate this contract; and
- The provision of assurance, or relevant concerns if identified, regarding 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.

Following consultation with the SFRS the report was published on the HMFSI website in April.

3.3 Thematic Inspection work

Climate Change – Impact on Operational Activity

This inspection commenced in 2022. The aim of the inspection is to assess the effectiveness, efficiency, and preparedness of the Service to respond to 'weather related' incidents that are reported as increasing in volume, severity, and impact.

The main elements of activities are flooding incidents and wildfire. The inspection looked at both of those activities and some additional subjects.

The Chief Inspector decided to pause some ongoing inspection work because of emerging priorities which required a refocus of some of the team for additional pieces of work. This inspection was one that was paused. This was a temporary arrangement, and the last remaining interviews of the fieldwork are currently being concluded with the report being finalised.

Mental Health and Wellbeing Provision

Mental Health and Wellbeing within the SFRS has been highlighted in the Chief Inspector's Plan 2022-25 as an area for a thematic inspection. The purpose of this inspection will be to consider the SFRS provision of Mental Health and Wellbeing services in line with the SFRS Mental Health Strategy 2020-2023. Following a pause in this inspection, the Chief Inspector is pleased to advise that the required fieldwork has now commenced and that a full schedule of interviews and engagements with SFRS personnel and partners has begun.

3.4 Additional Inspection Activity

Independent Inspection of Northern Ireland FRS

As the Committee is aware, the Chief Inspector is currently overseeing an inspection of the Northern Ireland Fire and Rescue Service (NIFRS). This inspection has now concluded.

4. Appointment into HMFSI

Following a comprehensive appointment process on 7 February 2023, I am pleased to announce the appointment of David Young to the position of Assistant Inspector into HMFSI. David took up post on 3 April 2023.

HM Chief Inspector Robert Scott QFSM

Date: 10 May 2023

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda 14.1

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

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

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