



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

THURSDAY 24 AUGUST 2023 @ 1000 HRS

**MEETING ROOM 2, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES**

AGENDA

1 WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5 MINUTES OF PREVIOUS MEETING: 30 MAY 2023 (attached)

T Wright

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 Q1 2023/24 (attached)

D Farries

8.2 Independent Audit/Inspection Action Plan Update (attached)

R Whetton

8.3 UFAS Update (attached)

D Farries

The Committee is asked to scrutinise 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 UPDATE FROM HM FIRE SERVICE INSPECTORATE** *(attached)* *HMFSI*
- The Committee is asked to scrutinise the attached report.*
- 10 SERVICE DELIVERY RISK REGISTER**
- 10.1 Committee Aligned Directorate Risks *(attached)* *S Stevens*
- 10.2 Risk Spotlight: Management of Contaminants *(attached)* *A Watt*
- The Committee is asked to scrutinise the attached reports.*
- 11 FORWARD PLANNING**
- 11.1 Committee Forward Plan *(attached)* *T Wright*
- 11.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings *(verbal)* *T Wright*
- 12 REVIEW OF ACTIONS** *Board Support*
- 13 DATE OF NEXT MEETING**
Thursday 28 November 2023 at 1000 hrs

PRIVATE SESSION

- 14 MINUTES OF PREVIOUS PRIVATE MEETING: 30 MAY 2023**
(attached) *T Wright*
- The Committee is asked to approve the private minutes of this meeting.*
- 15 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE** *(attached)* *D Farries*
- The Committee is asked to scrutinise the attached report.*

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SCOTTISH
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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**

PRESENT:

Nick Barr, Chair (NB)
Paul Stollard (PS)

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

IN ATTENDANCE:

Stuart Stevens (SS)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Service Delivery
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
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)
Iain Macleod (IMac)	Area Commander, Prevention and Protection (Item 9 only)
Kirsty Darwent (KD)	Chair of the Board
Graeme Fraser (GF)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

None

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams.
- 1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

2 APOLOGIES

- 2.1 Lesley Bloomer, Board Member
Robert Scott, HMFSI

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

- 3.1 The Committee agreed that the *Operational Response Times*, *Operating Learning: Manchester Arena Inquiry*, and *Operations Control Existing System Resilience* would be taken in private due to confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 In regard to Agenda Item 7, Service Delivery Update, Angiolina Foster advised the Committee that she was a Voluntary Trustee on the Playlist for Life Dementia Charity and that this had already been declared on her Register of Interests.

4.2 There were no other declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 28 FEBRUARY 2023

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

5.2 Matters Arising

5.2.1 There were no matters arising.

5.3 **The minutes of the meeting held on 28 February 2023 were approved as a true record of the meeting.**

6 ACTION LOG

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

Action 8.1.5 - Quarterly Performance Report for Q3 2022-23 (28/02/2023): NB advised the Committee that the workshop originally scheduled for 5 June 2023 would now be postponed until later in the year due to ongoing work by the Data Team and potential different approach of the future new Committee Chair.

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

7 SERVICE DELIVERY UPDATE

7.1 SS offered his congratulations to DL and DF on their substantive appointments to Director of Service Development and Director of Service Delivery, respectively. The Committee also extended their congratulations to SS on his successful substantive appointment to Deputy Chief Officer.

7.2 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 28 February 2023 to 12 May 2023, albeit some actions may precede and extend beyond these dates. The following key points were highlighted:

- Operational Strategy: Implementation of the High Reach Appliance Strategy.
- Youth Volunteer Scheme: Total of 14 units were now operational noting the positive contributions and support being offered to individuals. Thanks and congratulations were extended to all the teams involved.
- Museum of Fire: Anticipated to open in June 2023. Thanks and congratulations were extended to all the teams involved.
- Safeguarding: Significant work undertaken to review and update relevant policies and/or training packages for Adult and Child Protection, Hoarding, Domestic Abuse, Human Trafficking and guidance to support Older People (Dementia).
- Attendance at award ceremonies on the Western Isles to recognise and thank employees for their efforts and contributions to their local communities.
- Operational Incident Imperial Docks, Leith: Unusual and complex multi-agency incident. This would be subject to normal operational learning processes.

7.3 The Committee supported and commented on the good partnership work with HMP Barlinnie for investing both time and support to individuals to potentially help in their rehabilitation. DF reminded the Committee of the similar partnership work at Young Offenders Institution HMP Polmont and the learning gathered from this work.

- 7.4 In regard to the Unwanted Fire Alarm Signals (UFAS) training, the Committee were advised that the training package had been well received by Operations Control personnel. DF further noted that the Operational Supervisory Managers training package had also gone live and was similarly being received well.
- 7.5 The Committee noted that the Service were still receiving a number of requests for exemptions to the new UFAS response. DF reminded the Committee of the lengthy consultation and engagement process undertaken. DF stated that the Service would continue to respond to all concerns raised, however there would be no further deviation from the current position.
- 7.6 The Committee acknowledged the efforts of all those involved in raising funds for Motor Neurone Disease (MND) as part of Doddie Aid.
- 7.7 The Committee commented on the protracted timescales involved with the incidents at New County Hotel, Glasgow School of Art (GSA) and Cameron House and sought advice on this aspect. SS noted that the New County Hotel incident was still subject to Police Scotland inquiry. DF confirmed that a full review of the audit process was immediately carried out to identify and implement any lessons learned. SS further noted that the Cameron House recommendation on a process issue had been addressed and that although no recommendations were made in regards to GSA, the Service had taken advice and enhancements to processes had been made.
- 7.8 In regard to the level of assurance, the Committee offered a view that this information/discussion report did not require a level of assurance to be provided. It was suggested that consideration be given to including the option for “*Not Applicable*” to be applied.

7.9 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q4 2022-23

8.1.1 DF introduced CF who presented the performance report for Quarter 4 and highlighted the following key areas:

- Overall number of incidents attended during this quarter (21,166) and annually to date (99,479) recording the highest operational demand since 2010-11. An increase of 4,000 incidents in comparison to last year's figures and this was attributable to false alarms and non-fire related incidents.
- Overall incident numbers had reduced in comparison to Q3 but were on par with the previous Q4 figures. Both headcount and total time spent (incident duration) at these incidents had reduced by 20%.
- 3-year average targets achieved for reducing non-domestic fires and low/medium severity fires.
- Seven targets were not achieved, these included UFAS, Home Fire Safety Visits (HFSV), deliberate primary fires, refuse fires and vehicles.
- Both HFSV and high risk HFSV targets were not achieved this quarter. Key factors affecting performance had been identified, such as low staffing levels, reduction in partner referrals, etc.
- Total of 42 fire fatalities recorded during the reporting year noting the breakdown of gender profile, age groups and social factors.
- Reduction in accidental dwelling fires across all 3 severity categories, however only low and medium severity achieved their targets.
- Availability levels for Wholetime (93%) and On Call (73%).
- Effect Entry incidents reporting increased activity in rural areas and increased travel time to these incidents.

- 8.1.2 With regards to fires/fire fatalities in domestic dwellings, the Committee requested further analysis on these incidents. SS advised the Committee that an annual fatal fire (including major casualties) analysis report was compiled by Fire Investigation and presented to the Strategic Leadership Team circa October 2022. SS agreed to bring this report to a future Committee meeting (to be captured on Forward Plan).

ACTION: BST

(D Dourley joined the meeting at 1030 hrs)

- 8.1.3 The Committee welcomed the inclusion of historical reporting to enable comparisons to be made.
- 8.1.4 With regards to HFSV (high risk), the Committee noted that this target had been missed by 15.6% and the misalignment within the narrative that overall visits are down due to the focus on high risk. The Committee also commented on the statement “competing priorities at station level”, this was considered to be too vague and further specific details/narrative should be provided in future reports.
- 8.1.5 Further discussions on HFSV would be held under Agenda Item 9.
- 8.1.6 The Committee thanked CF for the informative report, noting the improvements in the format and the continued development of same.
- 8.1.7 The Committee members briefly discussed the level of assurance (Limited) provided on the report. The Committee commented on the 2 different elements of assurance, one being the achievement of performance measures and the other being the capturing of data to support the performance measure.

8.1.8 **The Committee scrutinised the report.**

8.2 Action Plan and Closing Reports Updates

- 8.2.1 RW presented the report to the Committee providing an update on the following audits and inspection action plans:
- 8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan
Total of 8 actions with all actions being progressed. Overall RAG rating was Amber (due to initial delay) and was noted as 30% complete.
- 8.2.3 The Committee formally endorsed the Service’s approach to this audit and were reassured on the Service’s response to these types of incidents being reasonable albeit that some improvements could be made.
- 8.2.4 The Committee commented on the timescale (due date) for the action plan and noted the preference for this timescale to be reduced given the procedural nature of the proposed changes. However, the Committee acknowledged the need for engagement and consultation to be undertaken. The Committee were reminded of the considerable change ongoing within the Service, capacity issues with responsible individuals/teams and the fact that the working group had considered and deemed the identified timescales were appropriate.
- 8.2.5 With regard to recommendation 4 ‘Premises Information Boxes (PIB)’, the issues with the provision and management of PIBs was outlined. DD noted that a guidance note on the use of PIB would be developed for Housing Associations. DD confirmed that quarterly visits would continue to be carried out and any issues with firefighting facilities would be captured.

- 8.2.6 With regard to recommendation 2 'External Indicator Panels', the Committee asked that due regard is given to this recommendation and encouraged that the action is closed timeously.
- 8.2.7 The Committee were provided with an explanation on reasoning for the Service's definition of a high rise differing from the legislation.
- 8.2.8 With regard to recommendation 3, the Committee asked for consideration to be given to review language and offered a suggested amendment of "*to ensure the implementation of the standardisation across Scotland*" in place of "*appropriate steps to standardise across Scotland*".
- 8.2.9 With regard to recommendation 5, the Committee asked for consideration to be given to review the wording within the position statement to provide greater clarity.
- 8.2.10 SS thanked HMFSI for their approach to this review and for highlighting existing good practices. The report also recognised the significant work undertaken since 2017, improvements in training, operational procedures, prevention activities, etc.
- 8.2.11 Fire Safety and Enforcement Action Plan
The Committee were asked to note the closing statement and accepted formal closure of the action plan.
- 8.2.12 SMARTEU Reset and Renew Covid-19 Debrief
The Committee were asked to note the closing statement and accepted formal closure of the action plan.
- 8.2.13 Planning and Preparedness for Covid-19 Update Action Plan
Total of 15 actions all of which were complete. The closing report would be presented at the next meeting.
- 8.2.14 The Committee welcomed the closure of these action plans, commented on the improved position and revised approach to addressing inspection recommendations/actions plan.
- 8.2.15 **The Committee scrutinised the report.**
(D Dourley left the meeting at 1105 hrs)
- 8.3 UFAS PREPARING FOR IMPLEMENTATION WORK GROUP – WORK PLAN UPDATE**
- 8.3.1 DF presented a report to the Committee to provide an update on the progress against the work plan in preparation for the implementation of the new Automatic Fire Alarms (AFA) response model. The following key points were highlighted:
- UFAS Implementation Group established and chaired by DACO Macleod.
 - Both Operations Control training and operational response training was underway and progressing well.
 - Activities related to internal and external communications notably social media, infographics, frequently asked questions, etc.
 - Policy revision across a range of documents to update all reference to UFAS.
 - Technology and recording systems noting the challenges in extracting information.
 - Temporary Incident Support Room to be established for a period to support OC personnel during the transition period following the 'go live' date.
- 8.3.2 IMac informed the Committee that the LCMS package, which provides comprehensive and concise information, was launched yesterday.

- 8.3.3 The Committee asked whether Memorandum of Understandings (MOUs) were still being considered with Alarm Receiving Centres (ARCs). IMac informed the Committee that the Service had engaged with ARCs however, no MOUs had yet been put in place. The Committee suggested that consideration should be given to draft an outline MOU in preparation. IMac noted the suggestion and would discuss this at the working group.
- 8.3.4 Looking forward, the Committee requested whether it was the intention to provide information on predictions and how (saved) resources were being utilised. DF reminded the Committee that numerous factors need to be considered, however, from the outset the benefits were predicted to involve training activities, HFSV, reduced bluelight journeys, etc. DF noted that benefits would be visible within performance management but was unsure how this could specifically align a reduction in operational activity to performance. DL noted that from a Service Delivery Model Programme (SDMP) perspective, the modelling would be revised in line with the predicted reduction in demand and this would factor in future medium/long term operational considerations.
- 8.3.5 The Committee asked for consideration to be given to provide a future update report on the 'before and after' situation in relation to UFAS response, whether predictions were accurate and any further longer term revisions were being considered.
- 8.3.6 The Committee were given assurance that the Service were engaged with various National Fire Chiefs Council working groups to share data/learning.
- 8.3.7 **The Committee scrutinised the report and supported the progress being made.**

(The meeting broke at 1122 hrs and reconvened at 1130 hrs)

9 FUTURE OF HOME FIRE SAFETY VISITS

- 9.1 DF, supported by IMac, presented a report to the Committee to provide an update on Home Fire Safety Visits (HFSVs), including current performance and consideration for future delivery. The following key points were highlighted:
- Reminder of current position including limitations with CSET system, universal service, Safe and Well project.
 - Adoption of Safe and Well principles.
 - Research and development activities including review of existing policies, review of other FRS provision, review of data from fatal fire analysis to identify common factors/causes.
 - Key components of revised Safe and Well visits including revised policies, training materials, partners resources, bespoke ICT system and in-house call handling process.
 - Key criteria for new visits which included being aged 65+, evidence of hoarding, signs of burns/scorch marks in household, use of medical oxygen/products, impairments and/or substance dependency.
 - Improved visit content including standardised visit/support with recording and reporting, triggers for onward referrals, etc.
 - Improvements in referrals and partnership working.
 - Features of the new system (currently under development) include secure environment, data protection compliance, more accessibility, automated processes and enable bespoke fire safety plans to be created.
 - Future delivery of replacement ICT system, qualitative performance indicators, modernise visit criteria and improve processes, continue to meet statutory duties, evolved HFSV would incorporate risk and benefits for SFRS, partners and householders.
 - Outline of governance arrangements and aspirational implementation date.
- 9.2 The Committee noted and welcomed the concept of a data sharing platform which allowed other public sector partners the opportunity to share information.

- 9.3 DF clarified that the new target (50,000) was for the current year and was the figure contained within the Performance Management Framework. DF briefly outlined the reasons for setting this target noting that this drives activity and would be managed locally with the potential for review during the year. The Committee noted that the PMF presented recently to the Board did not contain the new target figure. IMac reminded the Committee of the importance of setting targets to drive activity and noted the emphasis would be to identify the most vulnerable households. RW referenced the PMF and reminded the Committee of the targets within.
- 9.4 IMac briefly outlined what a bespoke fire safety plan would contain and how it would be generated.
- 9.5 The Committee commented on the reduction in partnership referrals despite social issues and community needs increasing. DF acknowledged this situation and informed the Committee that partner organisations were struggling and retrenching to some degree, in some areas. DF noted the Service were aware and would continue to monitor and work closely with partners.
- 9.6 The Committee welcomed and supported the direction of travel and aspirations as outlined within the report.
- 9.7 The Committee noted their aspirations for outcome related targets in the future and the importance of developing this area of work.

9.8 **The Committee noted the report.**

(I Macleod left the meeting at 1205 hrs)

10 **ANNUAL REPORT OF THE CLINICAL GOVERNANCE TECHNICAL WORKING GROUP**

- 10.1 AW presented a report to the Committee with high level overview of the Operational Clinical Governance Technical Working Group (CGTWG) during 2022/23, provided 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. It was noted that the work demonstrated alignment to the seven pillars of clinical governance, along with providing an overview of the key successes / achievements over this period. The following key points were highlighted:
- Progress on MoU with Scottish Ambulance Service (SAS).
 - Service Level Agreement was in final stages of consultation and agreement.
 - Comprehensive review of training with the assistance of the embedded SAS officers.
 - Future activities would include procurement of equipment, development of indicators and Technical Working Group would be chaired by the SFRS Operations Function.
- 10.2 The Committee commented on the progress and work undertaken over the last 2 years. The Committee welcomed the first annual report and offered a view on future improvements such as inclusion of data analysis, outcomes achieved etc. The Committee asked the Service to consider bringing all clinical governance together and identify where this would sit within the organisation.
- 10.3 In regards to casualty care training, the Committee noted the next steps included an options appraisal for potential delivery by SAS or a 3rd party provider and cautioned against the use of a 3rd party. AW advised the Committee that consideration in using a 3rd party provider was in direct correlation to a recent Internal Audit report.
- 10.4 **The Committee scrutinised the report.**

11 COMMITTEE ASSURANCE STATEMENT 2022/23

11.1 NB presented the report which outlined evidence of how the Committee support the effective functioning of the Board for approval. NB noted his preference to retain the purpose of the report as a value-added statement as this reflected the work of the Committee during the previous year. As this was the first meeting of assurance levels being offered within the report templates, no overall assurance had yet been taken.

11.2 SS noted the comments.

11.3 **The Committee approved the report.**

12 SERVICE DELIVERY RISK REGISTER

12.1 Committee Aligned Directorate Risks

12.1.1 SS presented a report to the Committee containing the identified Directorate risks and controls, as at Q3, pertinent to the business of the Committee. The following key points were highlighted:

- Ongoing overall review of risk register.
- Service Delivery Directorate risks continue to be dynamically reviewed and updated.
- SD014 Industrial Action (IA) noted an increase in risk rating, however this specifically relates to IA in relation to the recent pay award which has been accepted. This has now been superseded.

12.1.2 The Committee queried whether there was a need for a specific risk relating to the temporary removal of appliances. SS advised the Committee that the Strategic Leadership Team (SLT) had a workshop scheduled to review all strategic risks in the coming weeks and would raise this issue during the workshop.

12.1.3 AW informed the Board that the Training, Safety and Assurance Directorate were trialling a new process of monthly updates to reduce the lag in updating information. RW noted that an interactive dashboard was being developed and a workshop was scheduled to review Board Member access, levels of detail, etc.

12.1.4 **The Committee scrutinised the report.**

13 UPDATE FROM HM FIRE SERVICE INSPECTORATE

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

- First Service Delivery Area (East) report was still being finalised.
- Contingency Planning Arrangements inspection had concluded, finding that appropriate steps had been taken to explore alternative options, albeit with reduced level of service being available. Published in May 2023.
- Command and Control Mobilising System (CCMS) inspection had concluded finding the current systems were at end of life, procedures were in place to support continuity of service, and the priority for a replacement system. Published in April 2023.
- Both the Climate Change and Mental Health and Wellbeing Provision inspections were temporarily suspended and had since resumed.
- Independent inspection of Northern Ireland FRS had been concluded.
- Recent appointment of David Young to the position of Assistant Inspector.

13.2 **The Committee noted the report.**

14 FORWARD PLANNING

14.1 Committee Forward Plan

14.1.1 The Committee noted the forward plan and the addition of the following items:

- Fatal fire analysis report (November 2023).

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

14.2.1 There were no items noted.

15 REVIEW OF ACTIONS

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

16 DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 24 August 2023.

16.2 On behalf of the Executive, SS extended this personal thanks to NB for his contribution and support during his tenure as Chair of this Committee and wished him well in his pending retirement.

16.3 There being no further matters to discuss, the public meeting closed at 1225 hours.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 28 FEBRUARY 2023

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

18 OPERATIONAL RESPONSE TIMES

18.1 DF presented a report to the Committee providing an overview of the influencing factors, and the sources of data gathered, in relation to incident response times.

18.2 **The Committee noted the report.**

19 OPERATIONAL LEARNING: MANCHESTER ARENA INQUIRY

19.1 DF provided a verbal update on the Service's response to the Manchester Arena Inquiry.

19.2 **The Committee noted the verbal update.**

20 OPERATIONAL CONTROL: EXISTING SYSTEMS RESILIENCE

20.1 DF presented a report to the Committee providing an update on the current state of Operations Control (OC) legacy systems

20.2 **The Committee noted the report.**

Ahead of his upcoming retirement, NB thanked all those involved in the Committee, past and present, for their input and support during his tenure.

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

SERVICE DELIVERY COMMITTEE – ROLLING ACTION LOG



Background and Purpose

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

The status of actions are categorised as follows:

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

Actions/recommendations

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

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

OFFICIAL

Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
Service Delivery Meeting Date: 28 February 2023						
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 August 2023	<p>Complete (30/05/2023): Workshop scheduled for 5 June 2023.</p> <p>Further update (30/05/2023): This scheduled workshop on 5 June 2023 has been postponed. New date to be identified later in the year.</p> <p>CLOSED (24/08/2023): Following consideration by the Chair/Deputy Chair, and pending new Committee membership, this workshop would be rescheduled in 2024 (date tbc). Reminder has been added to the Committee Forward Plan for future action.</p>

Minute Ref	Action	Lead	Due Date	Status	Completion Date	Position Statement
Service Delivery Meeting Date: 30 May 2023						
8.1.2	Quarterly Performance Report for Q4 2022-23: SS advised the Committee that an annual fatal fire (including major casualties) analysis report was compiled by Fire Investigation and presented to the Strategic Leadership Team circa October. SS agreed to bring this report to a future Committee meeting for information. To be added to the Forward Plan.	BST	August 2023		June 2023	<p>Complete (24/08/2023): Added to Forward Plan for the November meeting.</p>



Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	24 AUGUST 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>					
		<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 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 on activity 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.						
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	Financial						
5.2.1	Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.						

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:	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</i> and <i>People</i> , and all four Values of <i>Safety, Teamwork, Respect</i> and <i>Innovation</i> .			
Governance Route for Report		Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>		<i>24 August 2023</i>	<i>For Scrutiny</i>

SERVICE DELIVERY DIRECTORATE	
<u>Operations</u>	
<u>Item</u>	<u>Commentary</u>
<u>Operational Strategy</u>	<p>Launched in April 2022, The Strategy is the overarching document detailing our approach to meeting our short, medium and long term operational needs. It encompasses both a way of working within SFRS that seeks to capture the views and ideas of the wider workforce and a sharp focus on innovations and advances in equipment, techniques, procedures and applications.</p> <p>The strategy is supported by 6 'Concept of Operations' that highlight areas of future focus across Appliances & Equipment, Firefighting, Height, Wildfire, National Fire Resilience (Scotland) and Operational Communications.</p> <p>Operations have produced and now lead on the annual Strategy Implementation Plan (SIP) which sets out a programme of work to identify options for change through a plan that harnesses innovation and utilises frontline operational personnel to support its delivery. The SIP is a blend of:</p> <ul style="list-style-type: none"> - Task and finish projects to deliver a set of specific outcomes within the financial year; - Established existing long-term national and strategic programmes; and - Research and evaluation led projects to inform operational response within future SIPs. <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 - Implementation of the smoke hood roll-out, these resources have now been used operationally at incidents.
<u>SSRP implementation</u>	<p>Building on the lessons learned in (and experience gained from) Industrial Action planning, the Operations Team have been heavily invested in the management, governance and preparation for the SSRP implementation.</p> <p>Notably:</p> <ul style="list-style-type: none"> - Chairing of the SSRP Sub-group - Delivery of 21 of the 30 key actions identified by the SSRP TAG - Management of the High Reach Strategy as part of this implementation - Scoping and support to the relevant LSO Area as part of the changes in the Clyde Boat crewing

<p><u>MTA Response</u></p>	<ul style="list-style-type: none"> - Central Staffing input and support to the personnel moves arising - A full refresh, update and development of both the Strategic Cover COP and the Central Staffing Business Rules - Information and data for regular SG, public, staff and media enquiries. <p>The picture in relation to MTA remains as per previous updates: Upon the cessation of the station based SFRS MTA Specialist Response due to the withdrawal of volunteers a new deployment model was developed and implemented, the arrangement ensured that 105 Flexi Duty Officers (including NILOS) across the 3 Service Delivery Areas and the 4 Command groups are trained and equipped to respond to MTA incidents.</p> <p>A further wave of training to refresh and boost this cadre, replacing any retired officers is progressing in partnership with TSA.</p> <p>Special Operations Response Unit (SORU) stations (those previously providing MTA response) remain responsible for mobilising to work in the cold zone only and for the testing and maintenance of vehicle.</p> <p>Support for the review (and subsequent associated workshops and training) aligned to the updated MTA JOPs.</p>
<p><u>Central Staffing Function</u></p>	<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 have also developed business rules and invested significant resource and guidance in the SSRP / Appliance Withdrawal work.</p>
<p><u>Other work of note</u></p>	<ul style="list-style-type: none"> - Comprehensive review of Operations Priorities and focus for delivery 2023/24 - Review of Manchester Arena Enquiry Vol 2 actions as relevant to SFRS - Maintenance and management of Existing Systems Group (Operations Control)
<p><u>Prevention and Protection</u></p>	
<p><u>Item</u></p> <p><u>New County Hotel</u></p>	<p><u>Commentary</u></p> <p>The New County Hotel (NCH) investigations remain in progress. Reports for both Fire Investigation and Fire Safety Enforcement 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>Fire Investigation have completed gathering and collating all information relevant to the Fire Investigation. A summary Fire</p>

	<p>Investigation report has been submitted to the Procurator Fiscal and work continues to complete a full report in due course.</p> <p>Further actions as a result of the fire have been progressed through the NCH Working Group who are also looking at any potential offences under the Fire (Scotland) Act. Immediate actions included undertaking Operational Assurance Visits (OAVs) in similar premises and prioritising revisits for premises with action plans outstanding.</p>
<p><u>Cameron House Hotel</u></p>	<p>The Cameron House Hotel Short Life Working Group established by the Scottish Government has concluded with the final report due imminently. All SFRS actions have been completed within the original determination and those identified within the working group.</p>
<p><u>Glasgow School of Art</u></p>	<p>SFRS continues to engage with Scottish Government around a number of enquiries from Ministers and MSPs around the subject. 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.</p>
<p><u>Grenfell</u></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 around October 2023).</p> <p>Planning arrangements to deliver a high-rise exercise to test a Personal Emergency Evacuation Plan (PEEPs) type process in a domestic setting has been put on hold due to the political impact of SSRP and other Protection related activities taking priority.</p>
<p><u>HMFSI –Report – Arrangements for Firefighting in High Rise Premises</u></p>	<p>SFRS 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><u>FSE</u></p>	<p>FSE Auditing Officers are now known to be subject to Abatement. The SFRS Abatement Policy is due to be published in October. From that point on any former uniformed staff member 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><u>Prevention & Protection Enforcement Database (PPED)</u></p> <p><u>Fire Investigation</u></p> <p><u>UFAS</u></p> <p><u>Heritage Museum of Scottish Fire Heritage</u></p>	<p>Reports to the Crown Office & Procurator Fiscals Office (COPFS) regarding potential prosecution continue to be prepared.</p> <p>Work to embed elements of the NFCC Competency Framework is underway. Module delivery for Protection Officers is continuing. Two potential Recognition of Prior Learning (RPL) trials have concluded. RPL procurement processes are underway.</p> <p>Short Term Let: SFRS are now collating statistical information to demonstrate the number of checklists received from Local Authorities resulting in follow up action. A report will be produced showing challenges, issues and good practise in all LSO areas along with aforementioned stats. This is expected to be disseminated by the end of August 2023 to FMT and the Scottish Government.</p> <p>Gypsy Traveller Initiative: SFRS are continuing to work with Scottish Government and other stakeholders to develop revised Gypsy Traveller guidance documents. An interim guidance document is being drafted though this is being led by the SG and delayed due to competing priorities.</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 though the system has been considerably stable during the last period which has reduced the urgency.</p> <p>Proposed Relocation of Fire Investigation East is progressing with adaption forms submitted and awaiting further costs. A suitable location has been allocated and awaiting completion of works before date of relocation is confirmed.</p> <p>Work against milestones set against the workplan progressed well over the last quarter, ensuring the new response model was implemented on time. There is now a focus on collating any issues and plans are being put in place to support this. Early indications that the new policy is having a positive impact on the number of mobilisations, we will publish official data in the future.</p> <p>The Museum of Scottish Fire Heritage (MoSFH) opened on 29 June 2023, with a very positive reception so far from the public and steady visitor numbers each day. Opening day visitor numbers were 130 admissions and average footfall per day since we opened is 104 visitors. The museum has been featured in a few different reviews and blogs including local Leith newspaper <i>The Spurtle</i> and featured in a recently well-read blog post, <i>The bear and the Fox</i> which highlights the museum as a fun and family friendly destination. Please read more here: Edinburgh} Museum of Scottish Fire Heritage – The Bear & The Fox (thebearandthefox.com)</p>
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<u>Heritage Events/Outreach</u>	<p>Residents' day 17 June 2023 - We held a behind the scenes tour for the residents of Leith prior to opening to the public. This was a very busy event and we had over 80 residents attend. Overall comments were very positive with many remarking on what a great asset the museum is for the community and locals as well as tourists.</p> <p>MoSFH/Doors Open Day 23 September 2023: MoSFH are taking part in Doors Open Day. Our Doors Open Day will be delivered in collaboration with McDonald Road Fire Station and visitors will be able to tour the museum and have a look around a current fire appliance as well.</p> <p>Maths Week 2023 The heritage team have successfully applied for funding to deliver family activities during maths week. This will be looking at water in motion and how firefighters need use to maths during their daily duties. We plan to deliver a practitioner-led family activity, an online activity and an under 5's worksheet for use in MoSFH.</p>
<u>MoSFH Website/Retail</u>	Online shop has launched and is live for worldwide sales.
<u>Heritage/Museum Visits</u>	We have had three requests for visits from elected members (2 x local Leith MSPs and 1 from Siobhan Brown (Community Safety Minister)). Siobhan Brown is scheduled to visit 9 August 2023 and the team is liaising with comms re all aspects of this visit. Heritage team are still waiting to find out if the Royal visit application was successful, but the provisional date is 7 November 2023.
<u>Safeguarding</u>	<p>Adult and Child Protection Enhanced Safeguarding Training has been delivered to Mental Wellbeing Champions, CSE Staff and Volunteers who are engaging on a regular basis with children, young people and vulnerable adults on behalf of SFRS. The training will enhance their knowledge and understanding of the basic e-learning Adult and Child Safeguarding. By the end of August all Community Action Teams will have received the Enhanced Safeguarding Training. New wholetime trainees are receiving this input as part of their P&P induction training and YVS volunteers have also received this input which will continue as part of their training package. To date a total of 291 fire personnel have received this input. To support the role out of training a 7-minute briefing has been created which sets out details of our duty to Recognise adults and/or children who are vulnerable to harm, abuse or neglect, and how to Respond by Reporting our concerns to partner agencies.</p> <p>A Safeguarding Quality Assurance paper setting out a framework to ensure that Safeguarding is effective and delivered efficiently in line with the Fire Standards set out by the National Fire Chiefs Council (NFCC), has been drafted. This focuses on what is to be achieved for children and adults at risk of harm.</p>
<u>FireSkill Employability Award</u>	Ayrshire College has successfully become the new Credit Rating Body for Fireskills Employability Award, with no associated cost, taking over from Police Scotland; thus ensuring the delivery of the accredited

	<p>programme can continue. A final draft paper setting out the partnership will be available by August supported by new delivery handbook for learners.</p>
<p><u>Road Safety</u></p>	<p>Road Safety Group have met with Cycling Scotland with a view to creating school cycling safety resources. Road Safety meetings have been held with Road Safety Champions to discuss summer campaigns – Road Safety Scotland will be providing resources around this.</p>
<p><u>CSE Training</u></p>	<p>CAT training has been developed to sit on LCMS, this will in time replace the CSE development record with modules that align with Community Safety risks and thematic action plans. Initial topics to be launched as CSE overview. Domestic Abuse and various thematic areas such as Bonfire and Firework safety and festive safety.</p>
<p><u>National referral pathway from Scottish Ambulance Service</u></p>	<p>Scottish Ambulance Service and SFRS have recently joined forces to work together to target the most vulnerable within our communities. Any front-line member of staff from SAS e.g. paramedics/care assistants who think that an individual would benefit from a HFSV can refer via the SAS “Pathways Hub” which have been set up nationally. SAS personnel will also be receiving training from SFRS face to face and also via LearnPro which is a bespoke Training Platform for Partners in identifying fire risk recognition.</p>
<p><u>Youth Volunteer Scheme</u></p>	<p>Youth Volunteer Scheme has three levels of syllabus with Level 3 focusing on leadership. The Youth Voice Participation Toolkit aims to support the development of essential skills for participation, ensuring that each our Youth Volunteers is equipped with the tools required to take part in decision making and youth voice processes. Youth Volunteers may become involved in these processes at various levels, both locally and nationally, and may have differing degrees of prior experience. The toolkit provides a baseline which can be built upon through further involvement in SFRS Youth Volunteer Scheme projects. Once young people have completed the toolkit, some will be invited to participate and consult on SFRS and partners policies, procedures etc</p> <p>Across the last quarter, YVS had a total of 169 Youth Volunteers (YVs) registered and 74 Volunteer Youth Instructors (VYIs), across 12 locations. 38 YVs were reported as meeting the Vulnerability Criteria set out by the Children’s Commissioner for Scotland, of which 8 are reported to be Care Experienced.</p> <p>As this is based only on prior staff/volunteer knowledge of YV’s circumstances, we would expect the true figure of those experiencing vulnerability to be higher. 13 YVs are currently holding promoted positions of Youth Crew or Watch Commander. A total of 479 volunteering hours were collectively contributed by Youth Volunteers across the 12 live schemes during this quarter.</p>

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the West Highland Way with full fire kit and breathing apparatus over 5 days would be both.

Colin loved Scotland and was very patriotic, so much so, he named his daughter Caley after the song Caledonia. Their belief that there is nothing more Scottish than walking through the hills of Glencoe, on the West Highland Way, taking along Colin's helmet as his last journey through Scotland.

They were determined to create a positive focus for Colin's family, friends and close colleagues to work towards, hoping this would bring some comfort after Colin's passing.

Ultimately their goal was also to raise Funds for two Great charities; The Firefighters Charity and Survivors of Bereavement by Suicide (SOBS).

The total raised from the Fundraiser was £20,907
After the handling Fee was taken from Go Fund Me left a total of £20,191.44

Each charity received £10,095.72 each from their efforts.



Livingston Community Engagement

On Saturday 21 May 2023, Livingston Fire Station held a car wash. The main objectives of the car wash were to include community spirit and give back to those whom we serve. With an army of helpers from the station as well as volunteers from the YVS, a total of £2000 was raised.

£500 was donated to Jaks Den, who provide social & emotional support to children and parents going through cancer. The station and Community Action Team now have a strong link with the charity and staff, which is blossoming every year and they continue to work closely with them.

£500 was donated to Andy's Man Club, Andy's man club is a men's suicide prevention charity set up in various locations across the UK, until the car wash there was no club in Livingston.

£500 was required to set up a local group in Livingston and the efforts from the Staff at Livingston Fire Station have enabled this to happen.

The firefighters Charity was the recipient of the remaining £1000.



Organised by CC Theresa Penrice, Livingston Fire Station Staff continued their support of the local community by attending the West Lothian Pride event at West Lothian College on Saturday 29 July. They were joined by colleagues from Scottish Ambulance Service and Police Scotland.



Service Delivery Areas

WEST

Item

Commentary

Long Service Good Conduct Ceremony

Colleagues were presented with medals and certificates at the West Service Delivery Area (WSDA) Long Service Good Conduct Ceremony held at Cambuslang HQ on Friday 26 May 2023.

Chief Officer Ross Haggart presented 30 colleagues with 20-year long service good conduct medals and 30-year long service clasps to recognise their outstanding commitment and dedications to SFRS.

Among those awarded the 30-year long service good conduct medal were; ACO Andrew Watt, GC Julie Crawford (OC), WC Aggie Dennis, CC William McIntosh, Volunteer Lead Iain Cruickshanks, Deputy Volunteer Leader Michael Fothergill.

Catherine Wallace (Community Safety Advocate) received a 30-year long service certificate and Elaine Reside (Business Support

Executive) received a 20-year long service support staff lapel pin and certificate.



Ayrshire Plastic Bottle Initiative

A local initiative to identify if crews at community fire stations across Ayrshire could reduce their use of plastic water bottles has been undertaken.

Bottled water is utilised by operational crews at incident grounds for hydration, however a local staff survey also showed that bottles of water were also being consumed within stations.

Through staff engagement and support from the environment and carbon team, stations have reduced their use of bottled water by more than 2,000 bottles over a six-month period. Due to the initiative's success and positive outcomes the trial will to be rolled out into other areas across the WSDA.

Lanarkshire Training Schedule - Pilot

A training schedule has been developed by the Lanarkshire training team that will allow crews to plan, implement and quality assure 12 x 3 pump exercises per year. These exercises will be held within the local community and will be as realistic as possible. The exercises and the associated realism, organisation and implementation have also been approved as simulation templates by the SQA, therefore, trainees can utilise these exercises as evidence examples for their portfolios.

The area has been divided into 6 clusters with a mixture of Wholetime (WT) and On Call stations and where possible, the pairing of drill nights has also been included.

For each event the training schedule denotes a lead station and watch. The watch will be responsible for the planning, engaging and organising of the training events, the responsibility of which will run on a rotational basis. This approach both empowers and develops supervisory management teams and improves firefighter safety by training within local risks.

A multi pump exercises has already taken place at Davidson's animal feed in Shotts involving 6 pumps from both WT and On Call stations from across Lanarkshire and the ESDA who would normally support Shotts at operational incidents.

	<p>This pilot has been shared as best practise and it is anticipated this will be replicated in the other WSDA LSO areas. The concept has also been presented to the Service Delivery DMT and all SDA DACOs with a view to considering rollout across SFRS.</p>
<p><u>Service Delivery Areas</u></p>	<p><u>NORTH</u></p>
<p><u>Item</u></p> <p><u>Dundee Schools Competition</u></p>  <p><u>Blairgowrie Firefighters install new life-saving equipment in the community</u></p>  <p><u>Crews complete complex training</u></p>	<p><u>Commentary</u></p> <p>Over the course of several weeks, students at four Dundee high schools have trained in various firefighting disciplines, including operating a hose and erecting a ladder. Working alongside the SFRS the youngsters have received operational training to emphasise the importance of teamwork and discipline.</p> <p>Pupils met for the final of the Dundee Schools and Fire Service Competition at the city's Blackness Road Community Fire Station on 12 May 2023 to showcase their skills in front of family members, SFRS partners and local officials.</p> <p>The project is the result of a partnership approach to youth engagement between the SFRS and Dundee City Council. The feedback from participants and partners was universally positive and the event will be rolled out across the city next year. An evaluation report will be completed and details uploaded on the SFRS good practice library.</p> <p>Firefighters from Blairgowrie Fire Station have been working with local partners to improve water safety at the River Erich by installing potentially life-saving equipment. The new water safety boards installed along the riverbanks at Sir William Macpherson Park include location information, safety advice, mental health support information and lifesaving throwlines.</p> <p>Blairgowrie firefighters held a community water safety event on Saturday, 1 April, with partners from Police Scotland, Tayside Mountain Rescue, Perth and Kinross Council, Community Wardens and local Community Councils. The event allowed visitors to learn how to use lifesaving throwlines safely, understand the importance of the equipment and learn CPR. A similar CPR event was held at Kyle Community Fire Station in Highland LSO area.</p> <p>Firefighters in ACAM took part in a multi-pump training event at the site of a global company.</p> <p>You can see from the image that part of the exercise last month in Cruden Bay involved the boundary</p>



Joint partnership training in the Western Isles



cooling of a storage tank. There was also a simulated explosion with multiple casualties.

Wholetime and on call crews from Peterhead, Maud and Ellon took part in the event at INEOS to prepare crews for the risks that might be faced at complex incidents.

A training exercise has taken place in remote locations in Benbecula and North Uist in the Western Isles, where our crews have worked in partnership with HM Coastguard.

This training exercise involved crews learning and understanding search techniques adopted by our Coastguard partners when dealing with and searching for missing and lost persons (on the land).

Our partnership work with HM Coastguard is ongoing and follows a number of incidents where colleagues have provided invaluable assistance to a search effort, where the Coastguard had primacy as the lead search agency. Our crews have also benefitted from skills and equipment from HM Coastguard in a variety of incidents, including wildfires.

TRAINING, SAFETY AND ASSURANCE DIRECTORATE	
<u>New Mobilising System</u>	
<u>Item</u>	<u>Commentary</u>
<u>Overall Project Status</u> -	<p>During this reporting period there has been significant progress on procurement of the NMS.</p> <p>A qualified and experience Project Manager (Clare Adams) was onboarded in April, and Technical Advisors (Actica) in May.</p> <p>Engagement has been carried out with the National Fire Chiefs Council (NFCC) Procurement hub, other UK Fire & Rescue Services, SFRS procurement, and Actica to develop an outcome specification for NMS procurement.</p> <p>A supplier information day was held on 5 June 2023 with all Framework suppliers invited to attend. Questions regarding achievability, timescales and costs were set and four suppliers have responded.</p> <p>Working with the procurement lead (Donna Fallon) a User Intelligence Group (UIG) was set up with key stakeholders from across SFRS, supported by the Technical Advisors.</p> <p>The outcome specification was finalised on 07/07, is under quality review by procurement and will be developed into an Invitation to Tender (ITT) which will go to market in September.</p> <p>The NMS Outline Business Case was approved by NMS Project Board on 2 August 2023 and will continue through governance via CPIG on 23 August 2023. A Change Committee workshop is programmed for 10 August 2023, and SFRS Board on 31 August 2023</p> <p>Scottish Government Digital Assurance Office (DAO) Technical Assurance Framework Pre-Procurement Gateway is programmed for 23-25 August 2023.</p>
<u>Operational Training</u>	
<u>Item</u>	<u>Commentary</u>
<u>Training Strategy / Vision</u>	<p>All internal planning/engagement days have taken place over several months, feedback has now been reviewed and a first draft of the Training Strategy & Vision 2023-25 developed. Engagement across all Directorates and Representative Bodies commenced end of July and will be completed mid-August 2023.</p> <p>This work also aligns to an External Audit recommendation and aims to be completed and approved by October 2023.</p>
<u>Strategic Service Review Programme (SSRP)</u>	<p>Training have representation at both the SSRP Tactical Advisory Group and sub-group meetings to support the programme and specific requests from Training and specialist courses. A separate SSRP Training Needs Analysis has been created and circulated to all LSO's in order the Training Function</p>

	<p>can review the ask and confirm the actual training needs /requirement/priorities/timeframes with Service Delivery and LSO areas impacted.</p>
<p><u>Trainee Firefighter Foundation Programme</u></p>	<p>45 Wholetime Trainees progressing well towards their graduation, which is scheduled to take place on Friday 18 August 2023. This will also now include graduates of the Control Trainee Programme which combining both Graduations has many benefits for all involved.</p>
<p><u>Training Continuous Improvement Plan</u></p>	<p>Following an update paper submitted through executive governance routes to the People Committee in June 2023 work continues to progress with this plan overall.</p> <p>The most recent addition to this is the BA/CFBT Recovery/Review which is a priority piece of work and a dedicated team has been established within the Training Function to progress in collaboration with Service Delivery and other key stakeholders.</p>
<p><u>Training Needs Analysis (TNA)</u></p>	<p>Dedicated TNA page now within the Training Function section on i-Hub.</p> <ul style="list-style-type: none"> • Q3 2023/24 and where known Q4 2023/24 training delivery courses now scheduled as per the TNA. • Further TNA request sent out to LSO areas to support any further Training requirements that have been identified as part of SSRP. • Scheduled courses due to be reviewed end of Q2 to ensure that still meet Service deliver requirements based on the above information. • TNA report of Core skills of BA CFBT and TV due to be produced end of Q2 to enable progress to be fully tracked and highlight and gaps within the Training delivery plan • Work continues to review/develop our TNA Policy.
<p><u>Maundering Terrorist Attacks (MTA)</u></p>	<p>Flexi Duty Officer (FDO) MTA Continual Professional Development (CPD) Course was delivered at Newbridge Training Centre in July, feedback from all attendees was extremely positive. Next FDO MTA CPD Courses are scheduled for delivery at NTC on 18 September 2023 and at Portlethen Training Centre on 29 September 2023.</p> <p>MTA Joint Operating Procedures (JOPs) Edition 3 meeting with Tri-Service partners and SMARTEU was held on 13 June 2023. The delivery of relevant updates and information regarding the going live of MTA JOPs Edition 3 will be delivered to FDO's in the first instance. This will be delivered collectively by the 3 Services (Police, Ambulance & Fire) with each Service going over the relevant section relating to them. The first was held at NTC on the 17th of August. The Tri-Service approach will ensure a standardised approach and the delivery of a consistent message and information to all staff across all 3 Services.</p>

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<p><u>NIP/LSO Instructor restructure</u></p>	<p>ESDA re-structure is now well underway, now led by AC Pollard as the ESDA Training SPOC and supported by GC Galloway within the Training Function.</p> <p>WSDA engagement events have been held by the Head of Training as the final SDA in the NIP/LSO instructor restructure. Further engagement with wider instructional teams are planned. This work will be led by AC McCarrey as the WSDA Training SPOC and supported by GC Kennedy within the Training Function.</p>
<p><u>BA/CFBT Training</u></p>	<p>A recovery plan has been developed and engagement is now taking place with Service Delivery and key stakeholders to progress as a priority for the Service.</p>



Report No: C/SDC/21-23

Agenda Item: 8.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	24 AUGUST 2023							
Report Title:	ORGANISATIONAL PERFORMANCE DASHBOARD Q1 2023-24							
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 Committee members with the first quarter performance for fiscal year 2023-24, this dashboard (and sections of it) is also intended for circulation to the Senior Management Board (SMB), the Strategic Leadership Team (SLT) and Scottish Fire and Rescue Service (SFRS) Board.							
2	Background							
2.1	Quarterly Performance has been in transition from a paper-based report to online dashboard over the last 18 months. This is the first product provided to Corporate and Executive scrutiny which gives summary performance data in one solution adjustable to multiple routes of governance.							
2.2	The Report is reflective of the quarterly KPIs that the Performance Management Framework 2021 required for scrutiny by Service Delivery Committee (SDC).							
2.3	The Organisational Performance Report is a PowerBI dashboard and is available here .							
3	Main Report/Detail							
3.1	Development of dashboard (see link in Appendices/Further reading) is on-going. The timeframe from decision on final framework indicators to deadline for board papers along with delays in access to required software (used in dashboard) has restricted development time.							
3.2	As the dashboard is a living representation of some key data sources (e.g.IRS), data presented on relevant KPIs will be continuously refreshed between submission of papers until the day of the meeting.							
3.3	Indicator information and performance data contained with the overall product for Committee, Board and SLT is (at time of writing this paper) still incomplete. The key contributors to the report are members of SMB therefore the aim this quarter is to have Heads of Function recognise outstanding areas of development to assist completion ahead of scrutiny by SLT and Board.							
3.4	Pages 5 & 6 of the Performance Management Framework provide the named reference for the indicators listed in section 3.5 to 3.8 which summarise targets missed, met and no targets set.							

3.5 3.6	KPIs missed target – 1, 2, 3 (deliberate), 10, 11, 13, 14 & 15 (East, West), 16, 17, 21 KPIs met target – 3 (accidental), 4, 5, 7, 14 & 15 (North)
3.7	KPIs without target – 8, 12, 18, 19, 20, 30, 31
3.8	KPIs (other summary) <ul style="list-style-type: none"> • KPI 6 – HFSV. Off track. Has annual target of 50k. Currently just over 8k • KPI 9 - Audits completed. WIOS LEDPS not submitted to allow calculation of specified target
4	Recommendation
4.1	Committee members are asked to scrutinise the contents of the report.
4.2	Committee members are asked to suggest any improvements for future iterations.
5	Key Strategic Implications
5.1 5.1.1	Risk SFRS has a specific risk SPPC001 There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.
5.2 5.2.1	Financial There are no specific financial issues raised within this paper
5.3 5.3.1	Environmental & Sustainability Elements of SFRS performance in relation to climate change and sustainability are included within the dashboard.
5.4 5.4.1	Workforce Elements of SFRS workforce performance are included within the dashboard.
5.5 5.5.1	Health & Safety Elements of SFRS Health and Safety performance are included within the dashboard.
5.6 5.6.1	Health & Wellbeing There are no specific Health and Wellbeing implications addressed in this paper
5.7 5.7.1	Training Performance dashboard has been presented on the PowerBI platform and may require one-2-one training for some users. This can be provided by BI team on request. To assist 'help' pages have been created in PowerBI and on specific products.
5.7.2	Elements of SFRS training performance are included within the dashboard.
5.8 5.8.1	Timing Performance measures based on data NOT captured in IRS are a 'snapshot' in time and may be subject to change dependant on relevant business areas business practices.
5.9 5.9.1	Performance The dashboard solution remains in development with key indicator information still required from KPI owners. This may make understanding what we measure and why difficult for intended audience.
5.10 5.10.1	Communications & Engagement There are no specific communications and engagement implications related to this paper

5.11 5.11.1	Legal There are no specific legal implications related to this paper	
5.12 5.12.1	Information Governance DPIA completed No. A DPIA is not required for this paper.	
5.12.2	Elements of SFRS information governance performance are included within the dashboard.	
5.13 5.13.1	Equalities EHRIA completed No. A EHRIA is not required for this paper	
5.14 5.14.1	Service Delivery Accurate data and reporting is essential to support service delivery activity and to report on service delivery performance.	
5.14.2	Elements of SFRS service delivery performance are included within the dashboard.	
6	Core Brief	
6.1	The Head of Governance, Strategy and Performance presented the Quarterly Organisational Performance Dashboard for Q1 2023-24.	
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:	This dashboard provides the Committee with an improved overview of service wide performance.
8	Appendices/Further Reading	
8.1	Link to PBI0068 – Organisational Performance Report	
Prepared by:	Chris Fitzpatrick, Business Intelligence and Data Services Manager	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	David Farries, Assistant Chief Officer Director of Service Delivery	
Links to Strategy and Corporate Values		
All strategic outcomes		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>16 August 2023</i>	<i>For Decision</i>
<i>Senior Leadership Team</i>	<i>23 August 2023</i>	<i>For Information Only</i>
<i>Service Delivery Committee</i>	<i>24 August 2023</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>31 August 2023</i>	<i>For Scrutiny</i>

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	24 AUGUST 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 report is to provide the Service Delivery Committee (SDC) with an update on audit and inspection action plans and closing reports.						
1.2	At this meeting SDC are asked to scrutinise the progress of the action plan relating to His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> • Firefighting in High Rise Buildings 						
1.3	Also, to consider closing report relating to His Majesty's Fire Service Inspectorate (HMFSI) on: <ul style="list-style-type: none"> • Planning and Preparedness for Covid-19 						
2	Background						
2.1	HMFSI inspects and reports on the Scottish Fire and Rescue Service (SFRS) with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.						
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.						
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.						
2.4	In line with the new thematic process agreed in May 2020, once approved progress on the individual action plan will be presented to SDC every six-months for scrutiny on a quarterly cyclical basis.						
3	Main Report/Detail						
3.1	The SDC is presented with the current overview dashboard, attached as Appendix A for noting. This provides high level details of all action plans.						
3.2	Firefighting in High Rise Buildings 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 and is attached as Appendix C .						

3.3	During the reporting period, 3 actions were completed (2, 3 & 7), one action has a green status and of the live actions, 4 have an amber status.
3.4	Senior Management Board (SMB) members are asked to note the following: <ul style="list-style-type: none"> • Action 1: A revised due date of December 2023 has been provided. The slip in timescales was due to capacity and competing demands and priorities. • Action 4: A proposed revised due date of December 2023 has been provided. The slip in timescales was due to capacity and competing demands and priorities. • Action 6: A proposed revised due date of March 2024 has been provided. The slip in timescales was due to capacity and competing demands and priorities.
3.5	The overall RAG rating for this action plan is green and is estimated at 60% complete. (percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).
3.6	Closing Reports Update During previous reporting periods (May and August 2023), the HMFSI Audit Action Plan for Planning and Preparedness for Covid-19 was agreed and signed off as complete by members of SMB.
3.7	To complete the administrative process, SDC members are now provided with the closing statements from these Action Plans: <ul style="list-style-type: none"> • HMFSI Planning and Preparedness for Covid-19 Appendix C.
3.8	The SDC is asked to note the content of the closing statements and agree formal closure of the Action Plan.
3.9	Closing statements are reflective of the period when the action is completed. As such, processes and positions may have further evolved since that time.
4	Recommendation
4.1	The SDC is invited to: <ul style="list-style-type: none"> • Note the progress of all action plans as presented in the audit and inspection dashboard, attached as Appendix A. • Review the Arrangements for Firefighting in High Rise Buildings action plan, attached as Appendix B and agree the recommendations made. • Review the closing statement for the Planning and Preparedness for Covid-19 Action Plan Appendix C.
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
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: Audit and Inspection Overview Dashboard	
8.2	Appendix B: Arrangements for Firefighting in High rise Buildings Action Plan Update	

8.3	Appendix C: Planning and Preparedness for Covid-19 Review Closing Position Statement	
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 contribute 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>Senior Management Board</i>	<i>16 August 2023</i>	<i>For Recommendation</i>
<i>Service Delivery Committee</i>	<i>24 August 2023</i>	<i>For Scrutiny</i>

AUDIT AND INSPECTION OVERVIEW DASHBOARD

APPENDIX A

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	Mar-24	-	18	May-23	Aug-23	0	8	0	9	0	0	1	0	0	55%	Yellow
Sep-22	Firefighting in Highrise Buildings	SDC	Dec-23	-	8	May-23	Aug-23	0	5	0	3	0	0	0	0	0	60%	Green

HMFSI Focused Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
Apr-23	Command and Control Mobilising System (CCMS)																	
May-23	Review of contingency planning arrangements in relation to potential industrial action																	

HMFSI Local Area and Service Delivery 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 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
Aug-23	Nov-23

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
<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> <p>a. fire warning systems, and b. SFRS controlled evacuation systems.</p> <p>This should take into account the suitability of these systems and potential problems and interactions.</p>	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	Dec-23	In Progress	<p>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.</p> <p>16 August 2023: The new evacuation system is still to be fitted. A training package to support this new system will be developed during the fitting process. This action has remains amber due to the slip in timescales and a revised due date of December 2023 has been proposed. [Proposed revised due date from July 2023 to December 2023]</p>	30%		Amber	
<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>	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	Jul-23	Complete	<p>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.</p> <p>This action has been marked as amber due to some slip in timescales. A revised due date from April 23 to July 23 has been proposed.</p> <p>16 August 2023: The Fire and Rescue Unit is now in receipt of the SFRS request for regulatory change and the SFRS action can be closed. This action has been marked green and is now complete.</p>	100%	Jul-23	Green	
<p>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.</p>	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	May-23	Complete	<p>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.</p> <p>16 August 2023: Template form and guidance went live on 10 May 2023 and a nationwide staff Awareness Briefing (see link in evidence) was released to inform personnel. This action has been marked green and is now complete.</p>	100%		Green	ABOAVProcedureHRDBsGuidancePlatesV1.0 (firescotland.gov.uk)
<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>	4	Prevention and Protection to produce a Policy and supporting guidance for Premises Information Boxes.	AC Dourley	Jul-23	Dec-23	In Progress	<p>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.</p> <p>16 August 2023: Despite a delay, the Premises Information Boxes Guidance document is on the Fire Safety Enforcement work plan and is currently being progressed. This action has been marked as amber due to the slip in timescales and a revised due date of December 2023 has been proposed. [Proposed revised due date from July 2023 to December 2023]</p>	40%		Amber	

<p>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.</p>	5	<p>Operational Assurance (OA) to review the current Policy for OA High Rise Visits and consider a risk based approach.</p>	AC Duffy	Dec-23		In Progress	<p>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 under-pinning 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. 16 August 2023: The City of Edinburgh Local Senior Officer is currently trialling a risk based approach to Operational Assurance Visits (OAV) in High Rise Domestic buildings that will conclude in December 2023. This action has been marked as amber due to some slip in timescales, however, work is continuing to progress towards the original due date of December 2023.</p>	50%		Amber
<p>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.</p>	6	<p>Operations to capture recommendations in the final version of the High Rise Standard Operating Procedure (SOP).</p>	AC Duffy	Dec-23	Mar-24	In Progress	<p>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. 16 August 2023: To align with SFRS website/document library re-design and subsequent amended dates, these recommendations are/will be considered as part of the High Rise Operating Procedure within the Document Conversion Project. This piece of work is programmed to conclude in March 2024. This action has remains amber due to the slip in timescales and a revised due date of March 2024 has been proposed. [Proposed revised due date from December 2023 to March 2024]</p>	30%		Amber
<p>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.</p>	7	<p>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.</p>	AC Duffy	Dec-23	Aug-23	Complete	<p>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. 16 August 2023: As part of the Document Conversion Project, amendments to the High Rise Operating Procedure have been made in respect of Evacuation and Fire Escape Hoods, which involved robust consultation(s) and trials with all stakeholders. This action has been marked green and is now complete.</p>	100%		Green
<p>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.</p>	8	<p>Operations to review arrangements across Scotland and produce suitable options for transporting equipment and standardising this approach throughout Scotland.</p>	AC Duffy	Dec-23		In Progress	<p>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. 16 August 2023: SFRS Research, Development and Innovation (RD&I) are currently coordinating trials of alternative equipment, methodologies and products for transportation of equipment. The trial and review of alternatives as per the action will be completed by the target due date of December 2023. However it should be noted that service wide implementation would then transfer to business as usual and extend beyond this date based on the specific outcomes. This action has been marked green and is on track for completion by the target due date.</p>	40%		Green

**AUDIT AND INSPECTION POSITION STATEMENT
HMFSI PLANNING AND PREPAREDNESS FOR COVID REVIEW REPORT ACTION PLAN**

APPENDIX C

<p>Recommendation 1</p>	<p>The organisation has had to adapt to the quick changing operating environment that has emerged during the Covid-19 pandemic and recognises the need to be agile and prompt in its decision making. The benefits of streamlined bureaucracy and speed of decision making has been acknowledged at many levels. Commanders and managers are keen to maintain this agility, although are cognisant of the need to maintain proper accountability and scrutiny.</p>
<p>Position statement at May 2021</p>	<p>At the outset of the pandemic the Service invoked its Scottish Co-ordination and Advisory Framework (SCAF) and Influenza Pandemic Business Continuity Plan (BCP). These documents provided the framework within which decision-making structures, in respect of Covid-19, were quickly established to support the on-going effective operation of the SFRS. Initially, these structures comprised the Covid Tactical Action Group (COTAG) and SFRS Gold Group; all SFRS functions were represented on Covid Tactical Action Group (COTAG), with the Gold Group comprising members of SFRS' Strategic Leadership Team (SLT). When the situation in relation to the first wave of Covid-19 began to stabilise, the Service created a Reset and Renew subgroup of its Senior Management Board. At the time of writing, this subgroup's work has been temporarily paused, however, a Routemap to Delivering Reset and Renew has been developed and will be progressed when circumstances determine this is appropriate. Notwithstanding this pausing, a Governance and Compliance work package has been completed to support the Routemap, which is being progressed as appropriate and will assist to address this recommendation. In addition to the above, recent revisions have been made to the Terms of Reference (ToR) for the Service's Strategic Leadership Team (SLT) to ensure the business it conducts remains appropriate. The executive board structure, which sits below Strategic Leadership Team (SLT), has also been revised with updated Terms of Reference developed and agreed. This new structure will promote appropriate empowerment and autonomy for those who sit on the respective boards.</p>
<p>Action 3.2.1a Action Owner : Richard Whetton</p>	<p>Review, and revise as necessary, the Scheme of Delegations for the Scottish Fire and Rescue Service.</p>
<p>Closing position statement at May 2023</p>	<p>The SFRS Scheme of Delegation has been updated as part of the annual board governance review. The updated Scheme with summary of changes was presented and approved by the SFRS Board in April 2021. Evidence:</p> <ul style="list-style-type: none"> • Board papers 29/04/21 - See Agenda item 12
<p>Action 3.2.1b Action Owner : John Dickie, Stuart Stevens, Paul Stewart, Liz Barnes, Mark McAteer, Iain Morris</p>	<p>Directors to review internal business processes within their respective areas of responsibility and update as necessary.</p>
<p>Closing position statement at May 2023</p>	<p>This process is being managed via our Agile Working Framework. All recruitment processes are under review and policies will be reviewed to streamline and remove bureaucracy. A number of Directorates have also help workshops to explore relevant matters in relation to staff's work experiences during the pandemic. Workshops considered what worked and did not work in terms of support during the pandemic and the future wishes of staff as the Directorate and Service return to a more 'normal' mode of working. Strategic Planning, Performance and Communications (SPPC) held a Directorate workshop on June 22nd and over 80 team members took part. The findings will be reported at the Strategic Planning, Performance and Communications (SPPC)</p>

**AUDIT AND INSPECTION POSITION STATEMENT
HMFSI PLANNING AND PREPAREDNESS FOR COVID REVIEW REPORT ACTION PLAN**

	<p>Directorate Management Team meeting in August, following which plans will be drawn up in line with relevant corporate directions arising from the Agile Working Framework. Details of this will be reported to both Strategic Leadership Team (SLT) and Senior Management Board (SMB).</p> <p>Evidence:</p> <ul style="list-style-type: none"> • Agile Working Framework
Recommendation 2	The SFRS should ensure there is clear decision making and authority to commit resources with those representing the Service.
Position statement at May 2021	<p>At the outset of the pandemic clear communications were issued to Local Senior Officers (LSOs), reiterating the empowerment they have for the appropriate utilisation of SFRS resources to support local partnership working; this was not a new level of empowerment, but rather a reemphasis of the Service's existing approach. In addition to this, as part of the wider arrangements instigated in response to the pandemic, the Community Resilience Assistance Group (CRAG) was created as a subgroup of Covid Tactical Action Group (COTAG). Terms of Reference and a decision control process were created, enabling the timely escalation of requests from local areas in circumstances where Local Senior Officers (LSOs) felt it appropriate. With Covid Tactical Action Group (COTAG) and the Gold Group meeting at a frequency appropriate to how dynamic the situation was at any given time, swift escalation and decision making was supported. These arrangements also ensured appropriate national support could be provided to local partnership working. As part of delivering the Routemap to Delivering Reset and Renew an Operational Strategy work package has been developed, which includes an action to conduct a review and evaluation of the Community Resilience Action Group (CRAG) and the guidance provided to Local Senior Officers (LSOs) to assess the effectiveness of support provided directly to communities during the Covid-19 pandemic.</p>
Action 3.2.2 Action Owner : Operations	<p>No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.</p> <p>(This refers to the escalation for localised decision making that was predominantly covered in the Community Resilience Action Group (CRAG) process.)</p>
Closing position statement at May 2023	<p>The Community Resilience Action Group (CRAG) process was set up in extraordinary times and the information and guidance ensured that decision making was pushed to point of need, in most cases this was Local Senior Officer level. On occasion requests for assistance of a more strategic level or those with service wide implications were referred up to Community Resilience Action Group (CRAG) or the Strategic Leadership Team (SLT) for Gold sign off. SFRS deem this process to be suitable and sufficient.</p> <p>Evidence:</p> <ul style="list-style-type: none"> • Community Resilience Action Group (CRAG) Tracker/spreadsheet • All Community Resilience Action Group (CRAG) documentation • Covid Tactical Action Group (COTAG) minutes.
Recommendation 3	The WFH arrangements need to be evaluated as it is too early to be assured of the longer-term consequences of this new way of working

**AUDIT AND INSPECTION POSITION STATEMENT
HMFSI PLANNING AND PREPAREDNESS FOR COVID REVIEW REPORT ACTION PLAN**

Position statement at May 2021	SFRS reacted quickly to the escalating situation with the pandemic and put arrangement in place expediently to enable people to be at home working where they were able to do so. The approach to this has continually been refined, ensuring that personnel have the appropriate equipment and support in place for being at home working. This has included support through a dedicated Wellbeing Group, which has complemented SFRS' on-going approach to mental health and wellbeing. The Service has also recognised the challenges faced by personnel when being at home working when combined with childcare, home schooling and other caring responsibilities, and taken as flexible an approach as possible. One of the primary themes in the Routemap to Delivering Reset and Renew is 'People', and our future approach to agile working for staff is being progress through this.
N/A	No specific action within Action Plan
Closing position statement at May 2023	N/A – No specific Action within the Plan Evidence: <ul style="list-style-type: none"> • Agile Working Framework
Recommendation 4	The SFRS should ensure a training needs analysis of all areas of training is undertaken, and that a plan is developed to ensure specialist skills like water rescue and rope rescue is in place to prevent long term risk to staff and communities.
Position statement at May 2021	Early in our response to Covid-19 priority was given to four categories of training, which were considered to be risk-critical. These were Trainees, Breathing Apparatus, Driving and Incident Command. This prioritisation took place to enable risk critical training to continue, while protecting the health of personnel including instructional staff by minimising contact. Although other training was able to take place following the first wave of the pandemic, at the time of writing the second wave has resulted in the prioritisation outlined above being re-established. Preparatory work continues, however, to ensure the training backlog created will be managed in a prioritised manner.
Action 3.2.10 Action Owner : Paul King	Develop a training needs analysis and associated recovery plan to prioritise training impacted by the Covid-19 pandemic.
Closing position statement at May 2023	The Training Needs Analysis request was issued on 7 December 2020 and returns were received by 15 January 2021. An impact analysis focussing on specialist skills, Incident Command and driver training was completed by March 2021. This analysis included recovery proposals. These were agreed with Service Delivery business partners and have been incorporated into the 'People' work packages within the Recovery, Reset and Renew programme as presented to the Senior Management Board on 22 April 2021. Q1 of 2023 has seen the introduction of a revised Training Needs Analysis (TNA) now issued on a quarterly basis to address and highlight skills requirements of most need and allow flexibility of course delivery. In addition, a BA/CFBT recovery plan has been implemented this quarter and is being overseen by the TCIB to manage progress. Evidence: <ul style="list-style-type: none"> - Training Needs Analysis, - Incident Command Training Report, - Driver Training Report,

**AUDIT AND INSPECTION POSITION STATEMENT
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	<p>- Specialist Rescue Training Report.</p> <p>- Work Package 4.1 (Training).</p>
Recommendation 5	The availability of staff to crew appliances along with the introduction of bubbles/clusters has meant that normal crew levels cannot always be achieved, and reduced crewing across more areas of the business have been forced upon the Service. The impact of these changes should be evaluated by the SFRS to identify potential organisational benefits and risks
Position statement at May 2021	<p>On 18 March 2020 the Gold Group took the decision to implement a minimum crewing level of four riders on all pumping appliances within wholetime community fire stations. This was followed up by a subsequent decision on 30 March 2020 to enable LSOs to determine appropriate ridership levels for retained and volunteer duty stations based upon local circumstances. SFRS implemented these changes with the view of fulfilling two principal outcomes. The first was to ensure that appliance availability, and therefore the SFRS' ability to deliver key services to communities, was maximised from an early stage in the virus' spread across the UK. Secondly, by reducing minimum crewing levels in this way, the SFRS' ability to comply with Scottish Government's social distancing guidance has been enhanced, thereby helping to safeguard our personnel. As well as maximising opportunities for social distancing on fire stations and within appliances, this approach has minimised the need for detached duties and pre-arranged overtime, both of which have reduced the risk of the virus spreading amongst our workforce. Although this approach will be fully evaluated, this has been subject to on-going review throughout the pandemic. The Gold Group has kept these decisions under regular review to correspond with the latest Scottish Government advice. In addition to this, since these decisions have been taken, SFRS' Operational Assurance Function has been actively monitoring and reviewing, through OA6 and OA13 forms, operational response to identify any operational impact of crewing with a minimum of four personnel to maintain firefighter safety. As part of delivering the Routemap to Delivering Reset and Renew an Operational Strategy work package has been developed, which includes an action to review and evaluate operational availability across all duty systems, considering adjustments and alterations to crewing and staffing levels, appliance withdrawal strategy, hierarchy of specialist appliance withdrawal etc.</p>
Action 3.2.11 Action Owner : Operations	<p>No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package.</p> <p>(The ongoing use of adjusted crewing models has been monitored by the Operational Availability Group (OAG). Ensure ongoing liaison with Representative Bodies (i.e. Fire Brigades Union)).</p>
Closing position statement at May 2023	<p>Due to concurrent challenges identified in relation to recruitment, resourcing and managing operational availability, this work will now extend beyond Covid-19 recovery plans and will come under the remit of the Staffing Tactical Action Group (STAG). The Staffing Tactical Action Group (STAG) has been established to provide oversight of a cross directorate approach to managing significant challenges to maintaining Service Delivery. The ability of the SFRS to operate under reduced crewing levels will be reviewed as part of the work streams of the Staffing Solutions Team Subgroup of the Staff Tactical Action Group (STAG). This action remains on track and is green.</p> <p>The SFRS maintain oversight on current challenges to operational availability through the Staffing Tactical Action Group (STAG) which ensures continual oversight and review on 5WDS appliance availability. The benefits and risks of applying</p>

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	<p>reduced crewing levels form part of the various reporting processes such as Staffing Tactical Action Group (STAG) updates, Operational Assurance Group papers, Key Performance Indicators (KPI) returns, appliance availability reports etc. and risks will be captured via SFRS reporting mechanisms i.e. Health & Safety reports, Operational Assurance returns and Risk Registers. Given these challenges are now influenced more by the impact of the McCloud remedy on the Firefighter Pension Scheme than Covid-19 recovery, this action will extend beyond Covid-19 recovery measures, the intent of this action is now well embedded in staffing management related activity as business as usual.</p> <p>Evidence:</p> <ul style="list-style-type: none"> • Central Staffing Business Rules • Central Staffing Off-The-Run (OTR) Reports • Operations Assurance Group (OAG) Agenda • RBC Covid-19 Monitoring Spreadsheet
Recommendation 6	The SFRS should look at amending the UFAS arrangements to reduce levels of demand, utilising evidence to inform any decision making
Position statement at May 2021	To minimise the impact of attending calls to automatic fire alarm actuations and to prevent unnecessary contact between crews and with members of the public, interim amendments have been made to pre-determined attendances to some premises on a risk assessed basis. In addition to the above, work is on-going within the SFRS to review the Service's approach to these types of incidents. It is the intention that the proposals, which are under development at the moment including engagement with key stakeholders, will be the subject of public consultation later in 2021. Learning from the approach adopted as a result of Covid-19 will inform this work as it progresses.
Action 3.2.12 Action Owner : Prevention and Protection	No additional actions necessary as being progressed as a dedicated Directorate-level project within the Service Delivery Directorate: Prevention and Protection Function. (AOP S01:1: Review and revise the Unwanted Fire Alarm Signal (UFAS) Strategy.)
Closing position statement at May 2023	<p>The full delivery of the Unwanted Fire Alarm Signal (UFAS) changes remain linked to the implementation of the Command and Control Futures changes. The focus of the implementation group has been to identify alternative delivery model for either full or partial delivery. The group have prepared a paper of a viable option and submitted this to the Unwanted Fire Alarm Signals Review Board.</p> <p>As can be seen from the updated provided above, there is clear evidence that the recommendation has been given due regard and that revised Unwanted Fire Alarm Signal (UFAS) arrangements will be implemented. The Unwanted Fire Alarm Signal (UFAS) Project is well established and is being monitored via the Corporate Risk and Performance Report. As such, it is recommended that this action is closed off as 'business as usual' as it features on the Annual Operating Plan for 2022/23 and will be monitored accordingly.</p>
Recommendation 7	The SFRS should use evidence and data to ensure resources are utilised in the most efficient and effective way.
Position statement at May 2021	The Service Delivery Model Programme (SDMP), which commenced in April 2019, is a significant piece of work that is ongoing within the SFRS. Its purpose is to undertake short, medium and long-term scenario planning, which informs an analysis of risk across Scotland's communities, in order to identify where the Service, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute

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	to eliminating, reducing or mitigating known or predicted community risk. To support the Service during the pandemic, the SDMP team has assisted with the development of evidence-based appliance withdrawal strategies that can be deployed in the event of significant staff absences. The Service Delivery Model Programme (SDMP) is a long-term programme of work, which will be used to inform decision making on the most appropriate deployment of the Service's resources to meet contemporary risks within communities.
Action 3.2.13 Action Owner : Andrew Gurrity	No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.
Closing position statement at May 2023	Development of the Community Risk Index Model is ongoing with the current focus on incorporating additional risk from the built and natural environments. Once complete, it is anticipated this will inform verification of existing operational resources and further assessment of any required realignment to community risk and demand. Community Risk Index Model (CRIM) remains in development. As can be seen from the update provided above, there is clear evidence that the recommendation has been given due regard and that the Service Delivery Model Programme (SDMP) will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. Service Delivery Model Programme (SDMP) is well established and is being monitored via the Change Committee. As such, it is recommended that this action is closed off as 'business as usual' and continues to be monitored accordingly.
Recommendation 8	We are aware of a number of new innovative and creative ways of working including: Fire Safety enforcement visits being undertaken remotely; delivery of training and assessment within Operations Control (OC) and at fire and rescue stations reducing the need for staff to travel and delays in getting staff competent; and some low and medium Community Safety activities (HFSV) are being delivered virtually. New ways of working should be thoroughly evaluated to maximise opportunities to deliver better service.
Position statement at May 2021	The SFRS has developed innovative solutions to working in a different manner as a result of Covid-19, some examples of which are highlighted above. The Routemap to Delivering Reset and Renew, which is underpinned by the primary themes of People, Operational Strategy, Workplace, Technology, Leadership, Governance & Compliance, Partnership Working, and Communications & Engagement, will fully consider all areas of these alternative ways of working, evaluate them where Her Majesty's Fire Service Inspectorate Planning and Preparedness for Covid Review: Opening Statement appropriate, and mainstream into the SFRS as part of the recovery work. At the time of writing the SFRS is currently in a response posture due to the second wave of the virus, and the reset and renew work will receive greater focus in the near future.
Action 3.2.14a Action Owner : Iain Macleod	Evaluate the changes in approach to Prevention and Protection activities undertaken by SFRS during the Covid-19 pandemic, and take opportunities presented to improve delivery of services in this regard.
Closing position statement at May 2023	The Prevention & Protection team has continually monitored the new processes implemented during the Covid-19 period. Using a quantitative approach, they are able to confirm that staff are using the systems and information being shared. Further in-depth evaluation will be undertaken as part of the Routemap to Delivering Reset and Renew: Partnership Working work package and will report through this work stream. Evidence:

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	<ul style="list-style-type: none"> • Fire Safety Enforcement (FSE) – Remote Audit Procedure • Community Safety Engagement (CSE) – Online HFSV Checker • Community Safety Engagement (CSE) – Make the Call • Community Safety Engagement (CSE) – HFSV Questionnaire
<p>Action 3.2.14b Action Owner : Paul King</p>	<p>Evaluate the changes in approach to training undertaken by SFRS during the Covid-19 pandemic, and take opportunities presented to make improvements in this regard.</p>
<p>Closing position statement at May 2023</p>	<p>A number of changes initially introduced to ensure training continuity through the pandemic have been evaluated and have been taken forward to shape options for ongoing training delivery models. As this has been effective, all courses have been reviewed to consider capacity for instructor delivery with a blend of online learning and practical delivery. Incident Command refresher courses and assessments continue to be delivered online following a significant benefit in meeting training requirements.</p> <p>Evidence:</p> <ul style="list-style-type: none"> • Wherever possible, technical input is remotely delivered via Teams to reduce the duration of physical attendance on Training courses. • Creation of "mobile friendly" e-learning modules. • Remote delivery and remote assessment of Incident Command Courses level 2-4. • Local delivery of phased assessments. • Remote delivery of IOSH courses.
<p>Recommendation 9</p>	<p>The SFRS should ensure that the more rural parts of the country are not deprived of investment as these are areas that will assist the organisation increase performance.</p>
<p>Position statement at May 2021</p>	<p>Throughout the pandemic the SFRS has demonstrated that it has provided continued support to all parts of Scotland, including rural areas. This support has extended to additional activities that personnel have undertaken on a voluntary basis to assist their communities. These additional activities have either been agreed through partnership working locally, or supported through the Community Resilience Action Group (CRAG)/Covid Tactical Action Group (COTAG)/Gold Group escalation process. Initial analysis has shown that SFRS has staff residing in the majority of intermediate data zones within Scotland, demonstrating the investment the Service is making across the country. This support is set to continue, with the recruitment of the final tranche of Rural Full Time Posts – Retain and Volunteer Duty System (RVDS) Support Watch Commanders - recently completed. Moving forward the Service Delivery Model Programme (SDMP) will support the appropriate investment in rural areas by the SFRS.</p>
<p>Action 3.2.15 Action Owner : Andrew Girrity</p>	<p>No additional actions necessary as being progressed by the Service Delivery Model Programme, which is a major programme of work subject to full support and scrutiny within SFRS governance arrangements.</p>
<p>Closing position statement at May 2023</p>	<p>Development of the Community Risk Index Model is ongoing with the current focus on incorporating additional risk from the built and natural environments. Once complete, it is anticipated this will inform verification of existing operational resources and further assessment of any required realignment to community risk and demand. Community Risk Index Model (CRIM) remains in development.</p> <p>There is clear evidence that the recommendation has been given due regard and that the Service Delivery Model</p>

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	Programme (SDMP) will allow us to use evidence and data to ensure resources are utilised in the most efficient and effective way. Service Delivery Model Programme (SDMP) is well established and is being monitored via the Change Committee. As such, it is recommended that this action is closed off as 'business as usual' and continues to be monitored accordingly.
Recommendation 10	The SFRS may wish to consider future plans being designed as frameworks providing guidance on outcomes or consequence management.
Position statement at May 2021	As outlined under recommendation one above, at the outset of the pandemic the Service invoked its SCAF and Influenza Pandemic BCP. While these documents undoubtedly provided a framework for SFRS to work within during the early days of the pandemic, there was still a significant amount of work necessary to develop additional bespoke guidance for personnel, both to keep them safe and support the delivery of services to communities. As part of delivering the Routemap to Delivering Reset and Renew an Operational Strategy work package has been developed, which includes an action to review and evaluate SFRS operational preparedness, response and delivery arrangements during the Covid-19 pandemic. This will identify any considerations, lessons learned and recommendations for improvement.
Action 3.2.16 Action Owner : Operations / Strategic Planning Performance and Communications	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Operational Strategy work package. (This recommendation focuses on the Service's agility and flexibility around planning. Consideration should be given to more generic plans.)
Closing position statement at May 2023	Covid-19 Risk Rating Framework now completed and Covid-19 and the SFRS Workplace Guidance Handbook available to managers and staff to support agile working, whether for returning to the workplace or homeworking arrangements to simplify this information. These principles have also been discussed at Operations Functional Management Team 09/02/2022 and are to be considered when composing future plans. Evidence: <ul style="list-style-type: none"> • Completed Operational Strategy Framework document. • Strategic Planning, Performance and Communications (SPPC) work packages.
Recommendation 11	COVID-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.
Position statement at May 2021	The SFRS comprises three Service Delivery Areas (SDAs) covering the East, North and West of Scotland, which correspond with Regional Resilience Partnership and Police Scotland boundaries. These SDAs are further sub-divided into 16 Local Senior Officer (LSO) areas, which cover all 32 local authority areas across Scotland. Although some Local Senior Officers (LSOs) are responsible for the delivery of SFRS' services across more than one local authority area, each local authority area has a single Local Senior Officer (LSO) who covers it; Local Senior Officer (LSO) responsibilities are therefore coterminous with local authority areas, and therefore also Community Planning Partnerships. While it is true that Local Resilience Partnerships (LRP) and NHS territorial health board boundaries are not coterminous with these structures, arrangements are in place to support partnership working across these structures. SFRS is also in the process of realigning Local Senior Officer (LSO) structures in the north-east of Scotland so they better align with LRP and territorial

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	health board arrangements. As part of delivering the Routemap to Delivering Reset and Renew a Partnership Working work package has been developed, which includes actions to investigate and review SFRS partnership working throughout the pandemic and identify opportunities to enhance existing and develop new partnerships to help deliver SFRS and wider Scottish Government priorities.
Action 3.3.4 Action Owner : Gordon Pryde	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.
Closing position statement at May 2023	The partnership report is complete with no further stakeholder feedback received. Elements for the report have been used to meet the needed of outstanding actions for the service delivery continuous improvement forum and elements of this is being used as evidence to enable as reduction of current risks within the Service Delivery Risk Register.
Recommendation 12	Partners and the SFRS should ensure that plans are developed to re-instate joint training without delay, when circumstances permit.
Position statement at May 2021	As outlined under recommendation four above, priority has been given to the continuation of some categories of training by SFRS during the pandemic. The SFRS is committed to joint training with partners, either through the Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU), or other arrangements. These arrangements will be reinstated as part of the Service's reset and renew work at an appropriate time.
Action 3.3.5 Action Owner : Paul King	In conjunction with relevant partners, including the Scottish Multi-Agency Resilience Training and Exercise Unit, develop a recovery plan to prioritise joint partnership training impacted by the Covid-19 pandemic.
Closing position statement at May 2023	SFRS has continued to be represented at the Emergency Services Training Collaboration Group by both the Training and Operations Functions where the resumption of collaborative training opportunities forms part of the agenda. Evidence: <ul style="list-style-type: none"> • ESTCG Agenda • Exercise Cervantes April 2021 • Exercise Vepsish July 2021 • Resumption of Joint On Scene Commander's (JOSIC) Course Late summer 2021
Recommendation 13	It was evident that the 'tripartite' agreements between the National Fire Chiefs Council (NFCC), Fire Brigades Union and Local Government Association were not utilised. Many staff had little awareness of the agreements, nor did we find evidence that the SFRS were influencing or was an active participant in those discussions. The National Fire Chiefs Council (NFCC) were active in reporting the impact of Covid-19 on the fire sector, the areas reported on include; levels of demand, infection rates and absenteeism etc. The SFRS appear not to have been participative which may have assisted monitoring and anticipating the impact of Covid-19.
Position statement at May 2021	As outlined above under recommendation two, to support partnership working Local Senior Officer's (LSO's) existing empowerment was re-emphasised during the very early stages of the pandemic. This empowerment enabled Local Senior Officers (LSOs) to work with partners locally to assist with requests for support where appropriate, based on local need and circumstance. Quick and effective escalation routes were made available through Covid Tactical Action Group (COTAG) and the Gold Group in the event that national support and/or decision making was required. This process was also

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	supported by very frequent engagement with representative bodies in Scotland, which facilitated additional activities being undertaken by SFRS personnel. These arrangements continue to work effectively. At the time of writing the SFRS is continuing to support partners, including training personnel to drive ambulances for the Scottish Ambulance Service. This again is being facilitated through partnership working with representative bodies in Scotland. As part of delivering the Routemap to Delivering Reset and Renew an Operational Strategy work package has been developed, which includes an action to conduct a review and evaluation of the Community Resilience Action Group (CRAG) and the guidance provided to Local Senior Officers (LSOs) to assess the effectiveness of support provided directly to communities during the Covid-19 pandemic. Due to differing governance arrangements, SFRS has not been providing data to the National Fire Chiefs Council (NFCC) for onward dissemination to the Home Office. Rather, on-going close working with Scottish Government and other partners has included data sharing where appropriate.
N/A	No specific action within Action Plan
Closing position statement at May 2023	The Community Resilience Action Group (CRAG) process was set up in extraordinary times and the information and guidance ensured that decision making was pushed to point of need, in most cases this was Local Senior Officer level. On occasion requests for assistance of a more strategic level or those with service wide implications were referred up to CRAG or the Strategic Leadership Team for Gold sign off. SFRS deem this process to be suitable and sufficient. Evidence: <ul style="list-style-type: none"> • Community Resilience Action Group (CRAG) Tracker/spreadsheet • All Community Resilience Action Group (CRAG) documentation • Covid Tactical Action Group (COTAG) minutes.
Recommendation 14	The SFRS should work with partners to seek how the Community Asset Register (CAR) assets can be accessed and deployed and if a national, regional or more local alignment may maximise their usage
Position statement at May 2021	The Community Asset Register (CAR) is a register of community assets operated by volunteers within the wider community that can be made available to assist SFRS and partners to resolve emergency incidents. Community volunteers are individuals or groups situated within close proximity to an incident. They may possess a specialised set of skills, vehicles or equipment which are not available to SFRS or partners or could enhance existing capabilities. These skills may be utilised for the purposes of assisting SFRS and partners to effectively carry out operational activity. The Community Asset Register (CAR) has remained available for use throughout the pandemic. Its availability for new capabilities to be added and its general use has also been promoted amongst partners.
Action 3.3.11 Action Owner : Report available via HMFSI Command and Control: Aspects of IC System Update Report	No additional actions necessary as being progressed via the His Majesty's Fire Services Inspectorate (HMFSI) Command and Control: Aspects of Incident Command (IC) System Action Plan. 5.2.5 Command and Control Action Plan: Establish a Working Group which will reinvigorate the strategic focus on the Community Asset Register (CAR).
Closing position statement at May 2023	A full review has now been carried out of the Scottish Coordination and Advisory Framework GIN with wider partners fully considered and amendments implemented to ensure enhanced and fully integrated partnership working.

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Recommendation 15	The SFRS should work with partners to identify interoperability issues and work together to remove potential barriers.
Position statement at May 2021	SFRS is committed to working in partnership with all relevant agencies. Protocols vary with different partners depending upon the nature of SFRS' joint working with them, covering national and local arrangements. SFRS is always keen to enhance these arrangements for the benefit of joint working, and the outcomes that can be positively impacted. As part of delivering the Routemap to Delivering Reset and Renew a Partnership Working work package has been developed, which includes actions to investigate and review SFRS partnership working throughout the pandemic and identify opportunities to enhance existing and develop new partnerships to help deliver SFRS and wider Scottish Government priorities.
Action 3.3.13 Action Owner : Gordon Pryde	No additional actions necessary as being progressed via Routemap to Delivering Reset and Renew: Partnership Working work package.
Closing position statement at May 2023	The partnership report is complete with no further stakeholder feedback received. Elements for the report have been used to meet the needed of outstanding actions for the service delivery continuous improvement forum and elements of this is being used as evidence to enable as reduction of current risks within the Service Delivery Risk Register.

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/23-23

Agenda Item: 8.3

Report to:		SERVICE DELIVERY COMMITTEE						
Meeting Date:		24 AUGUST 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 made against the work plan and give an overview of our performance following the implementation of our new 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 was aligned with the delivery of the Command and Control Futures Project (CCF) which is no longer achievable. The 1 July was the agreed revised date for implementation.						
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 (OC) processes enabled 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		There has been a considerable amount of work that has been completed prior to the implementation of our new response model. The work completed aligns with our workplan that cover the six key work streams: <ul style="list-style-type: none"> • Policy Review • Performance Measures • Communication & Engagement • Training and Awareness • Configure Mobilising System • ARC Operating Agreements 						
3.2		Due to time constraints the existing documents of the UFAS policy and procedure were amended to ensure our staff had guidance documents available for the implementation date of 1 July. Further work is ongoing to revise the multi-stage action plan (managing performance) within the procedural document, to ensure suitability for the change to our						

	operational response to UFAS incidents. The documents will be amended in due course to reflect how we manage 'repeat offenders'.
3.3	Performance management is a key focus for the UFAS Group. The benefits of the new response model are being reported to the UFAS Group on a weekly basis using data from the Power BI software. In addition to this, the manual extraction of data from OC is also reported against. The UFAS Dashboard is now operational and managers across the SFRS can now access this for local performance management purposes.
3.4	Prior to the implementation date, the Communications and Engagement Plan was reviewed and updated with a focus on external engagement with stakeholders. Local and national press releases were issued across our social media platforms, the media, website and direct email communications. This has resulted in an increase in correspondence from dutyholders, MSP's and Scottish Government and general media enquiries. We are consistent in our messaging and offer continued support and guidance to stakeholders.
3.5	Training for our operational staff is ongoing and delivered locally via a LCMS package uploaded to our learning portal. Weekly reporting on the performance of local teams is provided to the UFAS Group by the Learning and Development team and is forwarded on to LSO's.
3.6	Collective engagement with Alarm Receiving Centres (ARC's) has proven to be challenging. Due to the challenges associated with engaging within this sector, joint operating agreements will not be progressed, which is referenced within the workplan. We are now collating and reviewing emerging issues from ARC's that have arisen as a result of the change to our operational response model, in particular where this impacts our mobilising arrangements. We shall develop a more targeted engagement approach to individual ARC's.
3.7	The frequency of meetings with the UFAS Group has been reviewed and we will reduce the frequency to fortnightly meetings. Any issues that have been collated by the project manager will continue to be discussed and escalated through the governance process.
3.8	<u>Interim Data Analyses</u>
3.8.1	Although we are in the early days of the implementation phase of the project, early indications of the impact of our new response model are positive. Below are statistics that have been drawn from the Power BI Software that cover the first 21 days of implementation.
3.9	<u>Data from 1-21 July 2023</u>
3.9.1	The data we have received from the Business Intelligence team over the period of 1-21 July, Indicates a positive picture. OC have been notified of 1681 activations of fire alarms. Due to the call challenge process, we have <u>not</u> attended 1043 of those Incidents, this equates to 62% of calls we have received.
3.9.2	The Scottish Government set us a target of a 15% reduction in UFAS. Considering the 5-year average of 28,000 UFAS calls, the target set would be 23,800 UFAS calls per year that we attend.
3.9.3	If we continue with the same level of success we are currently experiencing, throughout the year, we will reduce UFAS calls significantly. An indicative figure is estimated to be around 10,000 UFAS calls per year that we would attend, a reduction of 64% and 18,000 that we do not attend.
3.9.4	It should be noted, that since the new operational response model is now implemented, it is expected that dutyholders may invest in fire detection technology to support their investigation strategy. When activated, it would be classed as a 'technological sign of fire' and OC would mobilise resources. The impact of this on the mobilisation of resources is unknown, but over time this may increase the amount of UFAS incidents that we attend.

3.10	<u>Fire Industry Association</u>
3.10.1	We have been working in collaboration with the Fire Industry Association (FIA), to produce a guidance document for dutyholders ' Guidance on the safe investigation of fire alarm signals in Scotland '. The document proves to be valuable in our correspondence and is available on the FIA website, shared across social media platforms, and referenced on our website.
3.11	<u>Operations Control Support</u>
3.11.1	It was identified that changes to our operational response model and call challenge process may bring some challenges to OC staff. An agreed level of support is in place, ensuring all relevant issues are identified, recorded and actioned. We continue to meet with managers from OC to address any concerns, make changes where necessary and escalate through the relevant governance process. As referenced above, we are using this information as evidence to plan engagement with ARC's.
3.12	<u>UFAS Champions</u>
3.12.1	Performance management is crucial to the ongoing success of the UFAS project. We are currently reviewing the format, membership, terms of reference and responsibilities of the UFAS champion role. The role will be an integral part of managing 'repeat offenders' and will also provide ongoing support to staff and dutyholders within LSO areas.
3.13	<u>Lessons Learned</u>
3.13.1	As we are now in the post implementation phase of the project, a lessons learned exercise is currently in development. We will look at the various stages of the project and workstreams and report against them.
3.13.2	Over the next reporting period, we will review the effectiveness of our communications strategy to include Internal and external engagement with stakeholders: <ul style="list-style-type: none"> • Social media • Written communications with stakeholders • Virtual seminars – Internal / external • Website content - Internal / external • Staff briefings
3.13.3	Meanwhile, we will continue to communicate and monitor our social media platforms, and adjust our communications strategy accordingly.
4	Recommendation
4.1	It is recommended that the Service Delivery Committee note 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 identified within the work plan, were completed prior to 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, 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. 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 managed through a robust communication plan and training programme.
6	Core Brief
6.1	Not applicable

OFFICIAL

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		
<p>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></p>		
Governance Route for Report		Meeting Date
<i>UFAS Review Board</i>		<i>17 August 2023</i>
<i>Service Delivery Committee</i>		<i>24 August 2023</i>
		Report Classification/ Comments
		<i>For Scrutiny</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.

End Date*	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
1 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		100%	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) A draft policy has been published and circulated for consultation within the UFAS Group (SL 12/6/23). The existing procedure has been amended to reflect the changes to our new operational response model.(SL 16/6/23)
		Jun-23	Familiarisation - Potential Engagement with Key staff & Stakeholders - SFRS Formal familiarisation process (14 days)		100%	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) The amended procedure has been published and is available on the I Hub for familiarisation purposes. An awareness briefing has also been produced to provide staff with additional information relating to data capture.(SL 16/6/23)
		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) The amended procedure has been escalated through the relevant governance process. (SL16/6/23)
		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) The amended procedure has been uploaded to I Hub and circulated for familiarisation purposes. (SL16/6/23)

End Date	Action	Due Date	Milestone	RAG	% Complete	Milestone Summary
2 Jul-23	Develop and implement monitoring arrangements that are capable of measuring the impact of the 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) An agreed set of KPI's have been established to ensure we are able to monitor the benefits of the new response model. (SL 7/6/23)
		May-23	Identify data sources to support agreed measures e.g. New mobilising system, Other.		100%	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) The data sources that have been identified are now linked to the Incident Recording System and all three OC mobilising systems. (SL 7/6/23)

			Develop processes for collecting and analysing data, and periodic reporting against measures.		95%	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 established to develop a process for the extraction and collation of reliable data. (SL 16/5/23) TAG codes have been established to enable the extraction of data from OC, BI are in the advanced stage of building a UFAS dashboard which will be linked to IRS. UFAS procedure to be updated to reflect additional information to be collated in the IRS (section 10.4) (SL 6/6/23) BI dashboard currently able to display 4 of the 7 KPIs with 1 other near completion. Still developing a process for 2 KPIs (non attendance to an incident where there is a fire and false reporting from ARCs) (LG 07/06/23). BI Dashboard now developed and live. The process for collecting and analysing data has been established. BI team working to develop a process to extract tagged data for Non-attendance which was a fire. (SL 18/6/23)
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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). A review of the stakeholder engagement list was carried out in partnership with UFAS Champions and PICT. (SL 1/6/23)
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 been 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 23/6/23). Lessons learned process will conclude post-implementation. The timeline for conclusion of the lessons learned exercise is 3/8/23.	
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.		100%	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) The training programme for all staff, including OC has been developed and delivered. (SL16/6/23)	

			Jun-23	Complete training programme		80%	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). Training for all OC watches has been completed, training for all uniformed staff is ongoing which has been uploaded to the learning portal. Progress is being managed through weekly reporting from the L&D team and sent to LSO's and managed under BAU. (SL 22/6/23)
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) Testing has now been completed.
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	Jun-23	Confirm accuracy and relevance of existing ARC list and establish points of contact with all.		80%	1/4/22 - Contact made with all current ARCs using existing email contact details and website searches. Points of contact established with 17 of 44 ARCs. 20/6/22 - Further attempts to identify specific points of contact in each ARC have been unsuccessful. The previously established 17 remain the only ARCs to have provided any contact details. 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) OC have created a process to record all issues received from ARC's, which include a list of individual ARC contacts. Once sufficient information is collated we will develop a more targeted approach with ARC's to resolve issues. (SL 13/07/23)
			Apr-23	Deliver sector-specific engagement session(s) to educate and inform ARC procedures.		100%	1/4/22 - This will form part of overall comms & engagement plan 7/7/22 - The external engagement plan includes a session targeted at ARCs, however, ARCs will also be invited to connect into the "all sector" broadcast event planned for October. The All Sector broadcast is 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)
			Jun-23	Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations.		50%	1/4/22 - Initial discussions with SFRS legal team has resulted in a review of the terminology. They have suggested moving away from developing legal agreements and consider adopting a form of operating principles instead. 10/5/22 - Development of working agreements will be included within ARC engagement sessions during delivery of communications plan. 6/9/22 - This milestone will be reviewed after ARC-specific engagement. Following the online engagement session, no agreements are in place. Work to identify key ARCs to draft agreement is ongoing. (SL 8/05/23) It was agreed by the UFAS Group that work to set up joint agreements with ARC's should cease as this will not impact the implementation of our new response model. (SL 15/6/23) We will continue to record all issues with ARC's, review and communicate with ARC's as and when required. This action is not considered a priority or necessity, due primarily to lack of engagement from ARCs, and therefore this task will be removed from work plan at UFAS Board meeting July 2023. (SL 22/7/23)
			Jun-23	Prepare and sign off revised agreements		50%	Engagement will continue with ARCs with a view to issuing agreements prior to launch. (SL 18/05/23) As agreed by the UFAS Board, this task will be removed from the work plan. (SL 22/7/23)

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

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	Action	Milestone	RAG	% Complete	Owner	Outstanding Actions
	Review and revise UFAS policy, in light of changes to AFA response model and recommendations from UFAS Stocktake Review.	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	GREEN	100%		Consultation is now complete, responses will be analysed and the existing policy and procedure will be adapted to suit the changes required for the implementation date. Further consideration re the creation of a sub-group to look into a new policy & procedure.
		Research - Literature review - Data Analysis - Best practice - Views of relevant staff & stakeholders e.g UFAS Champions - Develop a concept of operations	GREEN	100%		Concept of operations to be used as a framework?
		Drafting of Policy - Identify key staff and stakeholders - Use Concept of Operations to isolate sections of policy and identify relevant personnel to assist in drafting of these sections - consider piloting as draft develops	AMBER	100%		Consultation document distributed to UFAS champs and P&P GC's within each of the LSO management teams. Concept of operations to be used as a framework? Further consideration in the creation of a sub-group to solely look at a new policy & procedure to ensure that this is fit for purpose of the new procedure.
		Consultation - Potential Engagement with Key staff & Stakeholders - SFRS Formal Consultation process (28 days)	GREEN	90%		Further meeting is still required to establish development of performance measures with BI team. BI team to build a suitable dashboard.
		Approval - Submitted to relevant SFRS Executive Group(s) for approval	GREEN	0%		When new policy and procedure is drafted, this will be circulated to the relevant groups.
		Implementation & Communication - Set Date for Implementation - Ensure effective communications prior to and following implementation	GREEN	25%		Date for implementation is set for 1 July 2023. Communication strategy currently being formulated.
2	Action	Milestone	RAG	% Complete	Owner	Outstanding Actions
	Develop and implement monitoring arrangements that are capable of measuring the impact of new AFA response model against intended benefits and perceived risks.	Agree measures for monitoring impact against intended benefits of new AFA response model.	GREEN	90%		A draft set of performance measures, including identifying key sources and people, have been developed for discussion at PIWG. 1/4/22 - Review board generally content with proposed performance measures, additional task to explore the impact of the new response model on "on-call" primary employers. Benchmarking options being discussed. 08/02/23. meeting with BI/OC to establish the data is viable and consistent.
		Identify data sources to support agreed measures e.g. New mobilising system, Other.	GREEN	90%	Pauline Morrison	A new set of TAG codes have been agreed to be added to the mobilising system, training will commence over the next eight weeks. 20/4/23.
		Develop processes for collecting and analysing data, and periodic reporting against measures.	GREEN	20%	Collen Phillip	Further meeting is still required to establish development of performance measures with BI team. BI team to build a suitable dashboard.
3	Action	Milestone	RAG	% Complete	Owner	Outstanding Actions
	Develop a communications and engagement plan focusing on "preparing for implementation"	In support of guiding the communication and engagement plan, review the project stakeholder mapping	GREEN	100%		Full consultation has been produced and delivered, with a number of engagement sessions. LSO management teams are continuing to engage with LRP's & Scrutiny committees.
		Develop comprehensive internal and external communications and engagement plan based on findings of above.	GREEN	75%	MMR	Communication and engagement strategy is in the final stages of completion. Internal engagement now complete. External engagement will continue up to and beyond the implementation date.
		Produce datasets to support LSO areas manage the released capacity across their RVDS stations in response to retention concerns raised during consultation.	GREEN	100%		Historic AFA/UFAS activity across on-call station areas have been established. This has been provided to local LSO teams as part of internal comms plan, supported by on-call project personnel
		Complete communications and engagement process by conducting a lessons learned exercise.	AMBER	0%		This will form part of the post implementation phase of the policy.
		Complete delivery of engagement presentations to all relevant internal and external stakeholders, including an event targeted specifically at ARCs.	GREEN	100%	GP	Presentations have been delivered to all internal staff. External presentations will be concluded by 20/4/23.
4	Action	Milestone	RAG	% Complete	Owner	Outstanding Actions
	Undertake a programme of training and awareness, that will prepare affected staff for any change	Conduct a trg needs analysis based on changes to AFA response model, revisions to UFAS Policy and feedback from staff during the consultation.	GREEN	100%		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.

		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%	Fraser Johnstone	All staff have been invited to engagement sessions as part of the communications and engagement strategy. LCMS package is in the final stages of completion and is currently been distributed for consultation. 21/4/22	
		Complete training programme		75%			
5		Action	Milestone	RAG	% Complete	Outstanding Actions	
		Configure mobilising system to accommodate new AFA response model and associated monitoring arrangements	Liaise with the CCMS project team, to discuss requirements and agree scheduling for completing this piece of work.		40%	Pauline Morrison	Configuration of OC's mobilising system is ongoing, this is working in tandem with the technical support team which has started training for all OC staff, the training is expected to be concluded over an eight week period. 20/4/23
			Complete configuration work and undertake testing				
6		Action	Milestone	RAG	% Complete	Outstanding Actions	
		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.		100%	MMR	This is now complete, comms officer established contact with various organisations.
			Draft a joint operating agreement with ARC's that will focus on establishing effective working relationships and performance expectations.		75%		
			Deliver sector-specific engagement session(s) to educate and inform ARC procedures.		100%	GP	This is now complete, comms officer established contact with various organisations. A final ARC engagement event was organised and delivered on 20/4/23.
			Prepare and sign off revised agreements				

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



HM Fire Service Inspectorate

Report to:	SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE
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Date:	24 August 2023
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Report By:	HM Fire Service Inspectorate
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Subject:	Routine report on HMFSI business
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1. PURPOSE

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

2. RECOMMENDATIONS

2.1 That the Committee notes the update from HMFSI.

3. ACTIVITY AND PROGRESS

3.1 Service Delivery Area Inspection

HMFSI have previously advised the Committee of the replacement of Local Area Inspections and the development of, and move towards, carrying out the inspection and reporting of local service delivery at an SDA level. The first inspection of this type, for the East Service Delivery Area (ESDA), has now concluded. The inspection report is with the Service for consultation, with returns due back with HMFSI by 16th August 2023. Thereafter we expect to lay the final report in Parliament.

Following on from the successful completion of the ESDA Inspection, HMFSI has commenced its inspection process within the West Service Delivery (WSDA). We have already engaged with the DACO and senior management team for the area to discuss our planned approach and answer any questions. An inspection schedule has been developed with inspection teams initially visiting and interviewing at stations and workplaces in the East and West Dunbartonshire, Argyll and Bute (EWDAB) LSO Area. We have also requested a range of data to assist in our desktop analysis phase and have been meeting external partners to discuss their relationship with the SFRS.

Work within EWDAB is scheduled to be complete by early August 2023. Inspection team visits to East, North and South Ayrshire are scheduled for late August 2023. The overall Inspection fieldwork for the WSDA is scheduled to be complete by early 2024 with the final report due thereafter in the spring/early summer of 2024.

3.2 Thematic Inspection Work

Climate Change – Impact on Operational Activity

As the Committee are aware, the aim of this inspection was to assess the effectiveness, efficiency and preparedness of the Service to respond to 'weather related' incidents that are increasing in volume, severity and impact. The inspection has concluded and the report consultation response, which the Service has provided, has been considered in the drafting of the final report.

The report contains eight recommendations for the Service and describes four areas of good practice. The recommendations cover water procedures and planning, risk information, records, internal engagement, the Community Asset Register, and collection of statistics.

At the time of writing this update, it was anticipated that the report will be laid in the Scottish Parliament on the 21st of September and published thereafter.

Mental Health and Wellbeing Provision in the SFRS

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 is to consider the Services' provision of Mental Health and Wellbeing services in line with the SFRS Mental Health Strategy 2020-2023.

The interview fieldwork for this Inspection has now concluded, and the draft report is being prepared. This report is scheduled to be published in October 2024 following a formal consultation exercise.

Organisational Culture

HMFSI are currently preparing to carry out an inspection of organisational culture within the SFRS. The draft inspection outline and proposed timetable will be sent to the Service for consideration in due course.

3.3 Additional Inspection Activity

Independent Inspection of Northern Ireland FRS

As the Committee are aware, the Chief Inspector has been conducting an inspection of the Northern Ireland Fire and Rescue Service (NIFRS). This inspection has now concluded, and the final report has been shared with the Service and the Department of Health.

HM Chief Inspector Robert Scott QFSM

Date: 24 August 2023



Report No: C/SDC/25-23

Agenda Item: 10.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	24 AUGUST 2023							
Report Title:	SERVICE DELIVERY COMMITTEE RISK UPDATE							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY					For Reports to be held in Private	
		Specify rationale below referring to Board Standing Order 9						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of the report is to provide the Service Delivery Committee (SDC) with details of the risks aligned 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/Executive Board.							
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.							
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 of the organisation have been identified, managed and are subject to ongoing monitoring, review and discussion.							
3.2	Following agreement by SLT, the reporting template will now focus on those Directorate risks where the risk rating is identified at 15 or above. This will allow scrutiny to be focused on the most significant risks impacting upon Directorates and consideration of related control actions.							
3.3	The table below identifies 17 risks associated with the Service Delivery Committee. The following report will only focus on the 3 risks rated 15 or above and Appendix 1 to the report provides additional information on these risks.							

What is the current status of each risk?				
Impact	1	2	3	4
3			3	1
4	1	3	5	3
5			1	

3.4 Previous reports provided commentary on the associated control actions outlining significant changes and progress against each. Future reporting will now identify those actions that have passed their original due date, providing a RAG status similar to internal audit reporting:

Red	Over 9 months from original due date
Amber	3-9 months from original due date
Green	On target or 3 months from original due date

3.5 No controls have passed their original due date risk rating 15 or above. We will continue to monitor and report to the Board.

3.6 Significant Risk Changes

3.6.1 Closed Risk

- **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 has been closed because the potential for the FBU to register a further national trade dispute has been significantly reduced due to the recent agreed pay offer accepted by members.

3.6.2 Risk Rating Change

- **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 balance changed. It was agreed at DMT that the probability of the SFRS operational availability systems has reduced due to contracts being renewed however the impact has increased if the systems failed to effectively mobilise and manage appliance availability.
- **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 was reduced from 20 to 4 before closure of the risk.
- **SPPC001** - There is a risk of the service not consistently providing accurate performance management information from some sources. The risk rating decreased from 20 to 16. The probability has been reduced following review of risk.

3.7	The information presented within the revised report is still under review with future reporting to use both the overview report and the new risk reporting tool. A workshop is being planned for the Audit and Risk Assurance Committee to review the reporting capabilities of the tool and to agree further reporting requirements to Committee's.
4	Recommendation
4.1	The Service Delivery Committee is asked to: <ul style="list-style-type: none"> • Scrutinise the risk report, considering those control actions now significantly passed their original due date. • Identify future risk spotlights for discussion by the Committee.
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 5.12.1	Information Governance 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 – Service Delivery Committee Risk Report	
Prepared by:		Tracy Shankland, Risk and Insurance Officer
Sponsored by:		David Johnston, Risk and Audit Manager
Presented by:		Stuart Stevens, 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
<i>Service Delivery Committee</i>		<i>24 August 2023</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>

Service Delivery Committee Risk Report



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Contents:

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

Strategic Risk Summary

Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (PxI)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	H (3 x 5)
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	Director of Service Delivery	H (5 x 3)
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	Deputy Chief Officer	H (3 x 4)
4	Ability to ensure legal and regulatory compliance	Director of Strategic Planning, Performance and Communications	H (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	VH (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	VH (4 x 5)
7	Ability to deliver a high quality, sustainable service within the funding envelope	Director of Finance and Contractual Services	VH (5 x 4)
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	VH (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	H (3 x 4)

Aligned Directorate Risk Summary

Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
6	Adequate operational assets, equipment etc.	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
8	Improve performance	SPPC001	Service Performance Management	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	Head of Governance, Strategy and Performance	16 (4 x 4)	SDC	GGB
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

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
8	SPPC001	Service Performance Management	Continue to improve on data analysis and performance product development throughout 2023 - Main focus - Board Risk and Performance Reporting - Ongoing Service Delivery dashboard development - Official Statistics Publications - Dashboard development for POD, Training/Health and Safety	Head of Governance, Strategy and Performance	Mar-24	Green - 10 %	Key objectives summarised here with more detail available in GSP workplan. Unplanned work, cacapcity and data access remain a concern and may affect delivery	16 (4 x 4)	8 (2 x 4)	SDC	GGB
8	SPPC001	Service Performance Management	Data governance framework and policy to be finalised and begin implementation throughout 2023	Head of Governance, Strategy and Performance	Mar-24	Green - 10 %	Data governance /management policy and framework is in development. Consideration of alignment with NFCC Data Standard. Capacity and data access will remain a concern	16 (4 x 4)	8 (2 x 4)	SDC	GGB
6	FCS012	Supply Chain Shortages	Continue to monitor and re-phase 2023/24 Capital Programme as required, ensuring required levels of governance maintained.	Acting Director - Asset Management	Mar-24	Green - 5 %	Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies	16 (4 x 4)	8 (4 x 2)	SDC	AMLB

Directorate Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Continue to monitor and re-phase Capital Programme as required, ensuring required levels of governance maintained.	FCS012	Supply Chain Shortages	There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction, fleet and ICT equipment because of a lack of global manufacturing capacity as a result of Covid-19. This will result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs as demand outstrips supply.	Supply chain issues persist due to a variety of factors, including Brexit and the War in Ukraine.	Acting Director - Asset Management	SDC	AMLB
Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies.	FCS012	Supply Chain Shortages	There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction, fleet and ICT equipment because of a lack of global manufacturing capacity as a result of Covid-19. This will result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs as demand outstrips supply.	Continue to review the capital programme to align to current market conditions.	Acting Director - Asset Management	SDC	AMLB

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Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Implement the recommendations of the business Intelligence Review.	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.	Delivery of objectives contained within the Governance, Strategy and Performance Workplan. Action closed and captured within new control action to reflect change in description.	Head of Corporate Governance	SDC	GGB
Implement data quality and Governance improvement plan	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.	Data Governance Group working on improvement actions. Action closed and captured within new control action to reflect change in description.	Head of Governance, Strategy and Performance	SDC	GGB
Due to nature of risk there is an ongoing review of existing systems	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.	This control has been marked as complete and updated with new control.	AC MacDonald, Area Commander, Operations Control	SDC	AMLB
CCF Contingency Group established to identify options for interim solution and advise on delays to implementation dates.	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.	This control has been marked as complete and updated with new control.	AC MacDonald, Area Commander, Operations Control	SDC	AMLB

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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 (PxI)	Change Type	Committee	Executive Board
SPPC001	Improve performance	Service Performance Management	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	Head of Governance, Strategy and Performance		16 (4 x 4)	Decreased Risk	SDC	GGB

New Directorate Risks

Appendix 1g

Nil Return

New Directorate Controls Summary

Appendix 1h

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
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.	Data governance framework and policy to be finalised and begin implementation throughout 2023	Head of Governance, Strategy and Performance	2024-03	Green - 10 %	Data governance /management policy and framework is in development. Consideration of alignment with NFCC Data Standard. Capacity and data access will remain a concern	SDC	GGB
FCS012	Supply Chain Shortages	There is a risk that the significant supply chain shortages will be experienced in relation to the supply of commodities for construction, fleet and ICT equipment because of a lack of global manufacturing capacity as a result of Covid-19. This will result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs as demand outstrips supply.	Continue to monitor and re-phase 2023/24 Capital Programme as required, ensuring required levels of governance maintained.	Acting Director - Asset Management	2024-03	Green - 5 %	Continue to monitor and re-align workplan to address current challenges experienced, accelerating or delaying projects, and moving priorities aligned to available supplies	SDC	AMLB

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Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
SPPC001	Service Performance Management	There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	Continue to improve on data analysis and performance product development throughout 2023 - Main focus - Board Risk and Performance Reporting - Ongoing Service Delivery dashboard development - Official Statistics Publications - Dashboard development for POD, Training/Health and Safety	Head of Governance, Strategy and Performance	2024-03	Green - 10 %	Key objectives summarised here with more detail available in GSP workplan. Unplanned work, cacapcity and data access remain a concern and may affect delivery	SDC	GGB



Service Delivery Committee Risk Spotlight Briefing Note

Strategic Risk: Management of Contaminants

Submitted by: ACO Andrew Watt, Director of Training, Safety and Assurance

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

The risk of exposure to fire contaminants on firefighters' health has been well documented and has gained public and parliamentary attention following the classification by the International Agency for research on Cancer (IARC) occupational exposure of firefighters as carcinogenic to humans.

In January 2023, Professor Anna Stec, University of Central Lancashire (UCLan) Professor of Fire Toxicity, published the results of her independent research. This concluded in the publishing of five reports in the Scientific Journal Report. The five Scientific Journal Reports are:

- (i) Culture and awareness of occupational health risks amongst UK firefighters, (10 Jan 2023)
- (ii) Contamination of UK firefighter personal protective equipment and workplaces, (10 Jan 2023)
- (iii) Mental health of UK firefighters, (10 Jan 2023)
- (iv) Cancer incident amongst UK firefighters (10 Jan 2023)
- (v) Scottish Firefighters Occupational Cancer and Disease Mortality Rates: 2000 – 2020

The Contaminants Group have reviewed this research, documented the findings and recommendations and developed an implementation plan; it should be noted that full implementation is likely to require significant capital budget and cross- directorate support.

The following have been identified as key areas of focus for SFRS:

- Consideration of contaminants in Dynamic and Analytical Risk Assessments and tactical plans;
- Firefighting techniques and new technologies;
- Development of Contaminants Policy and Operational Guidance (POG)/Standard Operating Procedure (SOP);
- Provision of decontamination arrangements on the incident ground;
- Impact assessment on time, resources and operational availability;
- Training requirements;
- Arrangements for Asset and Resource Centres (ARC), Training Centres etc.;
- Personal Protective Equipment provision, suitability, laundry and maintenance;
- Culture and behaviours;
- Appliance design;
- Station design and zoning; and
- Health monitoring/surveillance and recording of exposure.

There is a risk of future claims against the Service for potential failure in their duty of care to protect staff from exposure to harmful substances.

The risk of contaminants has already received press coverage and it is likely that failure to act, as far as reasonably practicable could also result in significant reputational damage.

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

The following is a summary of controls which have been implemented or are being progressed through the Contaminants Group

- Development of Policy and Operational Guidance and Task Cards/Risk Information Cards;
- Trial of Station Zoning;
- Review of incident ground decontamination arrangements and provision of decontamination wipes;
- Review of PPE provision and laundry arrangements;
- Standard Station Design documents for future new build stations/major developments encompasses controlling contaminants;
- Training package developed and scheduled within Training for Operational Competence programme (TfOC);
- Review of literature and updating of relevant health and wellbeing documents;
- Health and Wellbeing have introduced a data collection process to record, monitor and report on cancer diagnosis to include the type of cancer, age, gender, role, duty system etc.;
- Property have ensured sufficient maintenance arrangements are in place for ventilation systems, water quality, asbestos management within SFRS premises;
- Operational Intelligence reflects the risks and hazards of known contaminants within those risks collated on appliance tablets;
- Developed and implemented Healthy Lifestyle initiatives; Health Promotion Calendar and iHub publications;
- Specification of new appliances reviewed with wipe clean materials incorporated into their design, Breathing Apparatus stored in separate compartment, separation of clean/dirty areas, washing facilities on appliances;
- Health questionnaire implemented to include cancer focused screening questions during routine medical assessments;
- Guidance on the transportation of contaminated kit and equipment issued;
- Consideration of the use of PPV Fans to reduce exposure to contaminants;
- Dedicated Contaminants area introduced on LCMS;
- BA decontamination doffing procedure included in TfOC;
- Training introduced decontamination arrangements on carbonaceous training courses.

In addition, priority workstreams have been developed and being progressed:

- Health Surveillance: Professor Anna Stec and her team will attend SFRS in September to carry out a trial of health surveillance and testing. This will involve around 200 SFRS staff with the results being used to confirm research and inform SFRS of future health screening/monitoring requirements;
- Recording of Exposure: Agreement has been reached on the criteria for reporting exposure to contaminants and PDRPro has been identified as a suitable recording system.
- Full rollout of Station Zoning Arrangements; and
- Publication of Training content (LCMS/TfOC) and procedural documentation (POG/SOP)

Further to these actions, SFRS continues to research best practice, with a few examples listed below:

- Engagement with other UK Fire and Rescue Services through NFCC HS Committee and contaminants sub-committee, and leading on sub-groups;
- Working closely with the Fire Brigades Union (FBU) and utilising materials from their DECON project;
- Ongoing engagement with Tyne and Wear FRS, who are leading on decontamination arrangements (recognising the difference in scale).
- Attendance at the National Fire Protection Association (NFPA) Conference with learning brought back from activity in the United States;
- Membership of a Contaminants Forum hosted by Washington DC Fire Department;
- Actively monitoring research from leading experts; and

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- Seeking to build relationships with colleagues in European Fire and Rescue Services to identify best practice and areas of learning.

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

The HSE are currently undertaking a benchmarking exercise to identify good practice in the management of contaminants with a view to agreeing a standard against which fire and rescue services will be accountable. SFRS have been identified as a key stakeholder and as one of the services who have made some progress in this area and the HSE have a planned visit scheduled for 25 October 2023.

The FBU are lobbying the Government for presumptive legislation which would identify Firefighting as carcinogenic and place legal requirements on fire and rescue services, this has been enacted in some parts of the United States, Canada, Australia and Europe.

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 11.1

	STANDING ITEMS	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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 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"> • Fatal Fire Analysis report (SS) 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Service Delivery Update • 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"> • Comms Challenge relating to Adjustment to Service Delivery Resources • OC Systems Resilience <p><u>New Business</u></p> <ul style="list-style-type: none"> • SFRS 22/23 Complaints and Compliments Annual Report 	<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"> •
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 • Service Delivery Performance Reporting: Quarterly Performance Report, • Action Plan Updates & Closing Reports • UFAS • Strategic Risk Summary and Committee Aligned Directorate Risks • Spotlight Risks: TBC • OC Systems Resilience <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"> •