



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 28 NOVEMBER 2023 @ 1000 HRS

**CONFERENCE ROOM, COWCADDENS COMMUNITY FIRE STATION, 91
PORT DUNDAS ROAD, GLASGOW, G4 0ES / VIRTUAL (MS TEAMS)
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: 24 AUGUST 2023 (attached)** *T Wright*
The Committee is asked to approve the minutes of this meeting.
- 6 ACTION LOG** *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 INSPECTIONS/AUDITS**
 - 8.1 Update from HM Fire Service Inspectorate (attached)** *HMFSI*
 - 8.2 Independent Audit/Inspection Action Plan Update (attached)** *R Whetton**The Committee is asked to scrutinise the attached report.*

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

OFFICIAL

9 SERVICE DELIVERY PERFORMANCE REPORTING

- 9.1 Quarterly Performance Report for Q2 2023/24 *(attached)* D Farries
9.2 UFAS Update *(attached)* D Farries

The Committee is asked to scrutinise the attached reports.

10 SFRS COMPLAINTS ANNUAL REPORT 2022/23 *(attached)*

M Waters

The Committee is asked to scrutinise the attached report.

11 SFRS COMPLIMENTS ANNUAL REPORT 2022/23 *(attached)*

M Waters

The Committee is asked to scrutinise the attached report.

12 SERVICE DELIVERY RISK REGISTER

- 12.1 Committee Aligned Directorate Risks *(attached)* S Stevens
12.2 Risk Spotlight: Communications Challenge relating to Adjustment to Service Delivery Resources *(attached)* S Stevens/
D Farries/
M Waters

The Committee is asked to scrutinise the attached reports.

13 FORWARD PLANNING

- 13.1 Committee Forward Plan *(attached)* T Wright
13.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings *(verbal)* T Wright

14 REVIEW OF ACTIONS

Board Support

15 DATE OF NEXT MEETING

Tuesday 27 February 2024

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING: 24 AUGUST 2023 *(attached)*

T Wright

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

17 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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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**

PRESENT:

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

Paul Stollard, Deputy Chair (PS)

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
Kirsty Darwent (KD)	Chair of the Board
Robert Scott (RS)	HMFSI
Kevin Murphy (KM)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support Team/Minutes

OBSERVERS

Liz Barnes, Interim Deputy Chief Officer – Corporate Services
Iona Milne, Business Support Executive
John McKenzie, FBU

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 None

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

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

4 DECLARATION OF INTERESTS

- 4.1 There were no declarations of conflict of interests made.

5 MINUTES OF PREVIOUS MEETING: 30 MAY 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 30 May 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 February 2023): It was noted that this action should be closed as the workshop would be postponed until 2024. A reminder note had been added to the Forward Plan.

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

7 SERVICE DELIVERY UPDATE

7.1 SS presented the update report detailing relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective, which comprises Service Delivery, Service Development and Training, Safety and Assurance Directorates, for the quarter, albeit some issues may precede and extend beyond this period. The following key points were highlighted:

- Operational Strategy: Roll out of smoke hoods and evacuation processes from high rise. Positive feedback received on the use of smoke hoods at operational incidents.
- Progressing with High Reach Appliance Strategy and significant work undertaken in relation to foam strategy.
- Strategic Service Review Programme (SSRP): Significant media, comms and political engagement. Evaluation of and lessons identified from the process would be carried out. Thanks were extended to DF and others involved.
- Museum of Scottish Fire Heritage opened on 29 June 2023 with approx. 100 visitors per day. Thanks extended to all those involved.
- Joint working with Scottish Ambulance Service (SAS) relating to national referral pathways.
- Continuing successful delivery of Youth Volunteer Scheme (YVS) project.
- Water Safety Project secondment extended to 2 officers and a national event in the Helix Park Falkirk on 25 July 2023 highlighted the positive work being carried out.
- Development of a long-term Training Strategy/Vision focusing on culture, training, leadership and locally delivered national training.
- Ongoing restructure of local senior officer area instructors to utilise resource more effectively.
- Review of delivery of breathing apparatus and carbonaceous fire behaviour training ongoing and assurances given on the direction of travel.
- Graduation of 45 Wholetime trainees was held on 18 August 2023 with a further cadre of 48 Wholetime trainees commencing their training on 6 September 2023.

7.2 The Committee commented on the success of the YVS project, the recent fundraising 'Walk with Speighty' event in honour of Watch Commander Colin Speight and the community focus updates within the report..

7.3 The Committee sought clarification for the rationale for delaying the high-rise exercise to test personal emergency evacuation plans (PEEPs). DF reminded the Committee of previous exercises undertaken. DF advised that the decision to delay this further exercise

was due to capacity within the local Operations and Prevention and Protection teams which had been impacted by the recent operational changes.

7.4 The Committee queried whether there was an option to undertake a desktop training event in lieu of practical exercise. DF noted the preference to carry out practical exercises and further noted that the procedural documents were available.

7.5 In regard to SAS referral pathways, the Committee commended the work being undertaken in this area to identify and reach vulnerable individuals.

(L Barnes joined at 1020 hrs)

7.6 In regard to Fire Safety Enforcement (FSE) officers, the Committee commented on the potential significant loss of skilled personnel and queried what preparations were being made to address this issue. SS advised the Committee that a FSE training course was currently being run for circa 25 individuals and that the Service was taking the necessary precautionary steps to try to ensure resources were in place.

7.7 In regard to Short Term Lets, SS advised that these premises were not classified high-risk and were subject to a self-assessment process, and noted the support provided to Local Authorities by the Service.

7.8 In regard to Water Safety, the Committee queried how the Service were progressing this area and whether any form of monitoring was being carried out to track our impact. DF informed the Committee that the Service's direct support to Water Safety Scotland was beneficial and should continue. Any evaluation of this partnership approach would be based on national statistics and outcomes, similar to current road safety reporting i.e. we only report on incidents we attend, but we report holistically on prevention measures.

7.9 In regard to smoke hoods, DF informed the Committee that the feedback was generally positive and consideration was being given on how to capture and record this feedback.

7.10 **The Committee scrutinised the report.**

8 SERVICE DELIVERY PERFORMANCE REPORTING

8.1 Quarterly Performance Report for Q1 2023-24

8.1.1 DF, introduced CF who presented the performance report for Quarter 1 and the online PowerBI dashboard. DF noted the continuous improvements in reporting performance data and relationship between Service Delivery and the data team. The following key areas were highlighted:

- Headline summary page still to be developed which would help navigate to Committee specific KPIs.
- Brief explanation on how the data is presented and the new approach which acknowledges the accountability across Directorates/Functions on KPIs being reported. Heads of Function are responsible for providing the quarterly data and supporting narrative including mitigating actions, if applicable.
- First use of statistical process control charts within the report which will allow visual representation of how a process/activity was performing over a longer period.
- Contents summary would provide a clear overview of quarterly performance within each individual Outcome, which would also have their own overview page.
- Explanation of how individual KPIs were presented, noting the historical data line and actual quarterly performance and the predictability range (routine variation). If appropriate, some KPIs have the slicer option to allow different data sets to be shown, for example accidental and deliberate dwelling fires.
- KPI5 Fire Casualties was reporting a reduction. Quality check process in place to ensure accurate data capture.

- KPI6 Home Fire Safety Visits (HFSV) conducted had been recalibrated due to the continuous reduction over a period of four quarters.
- KPI10 Accidental Dwelling Fires continues to reduce. Relationship between KPI10, KPI5 and KPI6 was noted.
- KPI7 High Risk HFSV conducted remains consistent at 40-60%.
- KPI8 Partner Referral HFSV remains consistent at circa 40%.
- KPI12 Total Incidents reported an increase in first quarter data compared to the previous year, however due to the change in operational response (UFAS) the overall number of incidents for the year was anticipated to be lower than the previous year.
- KPI21 UFAS Incidents reports reduction against previous year and expected that there would a further reduction in the next quarter.

8.1.2 In regard to the HFSV KPIs, the Committee indicated preference for actual numbers as opposed to percentages but as the indicator is presented in line with PMF it will remain for the time being. To assist Committee members scrutinising performance, actual numbers will be supplemented in the narrative and a development of the report will be considered to include an appendix displaying all 'actual numbers' where percentages are currently being reported.

8.1.3 Brief discussion on the evolution of HFSV, renewed focus on high-risk visits and future reporting to the Committee.

8.1.4 In regard to the dashboard report, the Committee commented on the volume of data being presented and noted the helpful additional verbal update provided during the meeting. The Committee would welcome a more focussed review/report to be presented at future meetings as this would allow for effective scrutiny. The Committee requested that consideration be given to include vertical axis within the graphs. The Committee further requested that PDF versions of the dashboard be provided for future meetings and to allow for public access. It was agreed that further discussions with the Chair would be held outwith the meeting.

8.1.5 The Committee were reminded that as this was the first presentation of the report the full suite of PMF indicators had been included. However, future reports would be tailored to present only indicators relevant to this Committee as outlined in the PMF.

8.1.6 **The Committee scrutinised the report.**

(C Fitzpatrick and R Scott left the meeting at 1120 hrs)

8.2 Action Plan and Closing Reports Updates

8.2.1 RW presented the report to the Committee providing an update on the following audits, inspection action plans and closing reports, noting the overall good position:

8.2.2 Arrangements for Firefighting in High Rise Buildings Action Plan

Total of 8 actions with 3 actions being completed during this reporting period. The remaining live actions were reporting either Green (one) or Amber (3) status. Overall RAG rating was Green and was noted as 60% complete.

8.2.3 Planning and Preparedness for Covid-19 Update Action Plan

The closing statement was presented for review and to complete the administration process.

8.2.4 **The Committee scrutinised the report.**

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:

- Implementation date (1 July 2023) for new response model.
- Weekly analysis of data to gain learning, identify improvements and debrief purposes.
- Initial data analysis on performance and impact noting an average reduction of 50 incidents per day.
- Opportunity to bolster other activities i.e. Home Fire Safety Visits, training etc. as a result of reduced UFAS incidents.

8.3.2

The Committee asked whether there were any delays in attendance due to additional call challenges and whether there were any instances where incidents were only attended following a secondary call. The Committee were informed that a full evaluation of the policy implications i.e. call handling, delayed responses, etc. would be undertaken after the initial 6-month period.

8.3.3

DF informed the Committee that there had been occasions where exempt premises i.e. hospitals, had contacted the Service to confirm a false alarm. However, as a precaution the Service still mobilised an appliance to the premises under normal road conditions.

8.3.4

In regard to fire detection technology, DF advised the Committee that this was a developing area, noting the current advances, which had not been factored, and the benefits.

8.3.5

The Committee queried whether consideration had been given to communicate, both internally and externally, the success and benefits of this new response model. SS noted the significant change in policy, as well as being a long-standing item on the previous Fire Framework, and how the Service should highlight the benefits of the policy and how freed up resources/capacity had been better utilised.

8.3.6

The Committee sought clarification on how the Service had and were communicating internally on the prioritisation for utilising the released capacity and how this was being received. SS advised the Committee that a meeting for Strategic Managers was scheduled on 23 October 2023, the purpose of which is to clearly set out the benefits and the expectations on how capacity can be utilised. DF commented on the impact of demand, the reduction in risk and potential impact on operational modelling. It was noted that the Service could utilise released capacity into other activities i.e. training, prevention etc.

8.3.7

The Committee scrutinised the report.

10 SERVICE DELIVERY RISK REGISTER

10.1 Committee Aligned Directorate Risks

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

- Risk SD014 (Industrial Action) had been closed.
- Reduction in risk rating for Risk SD003 (Operational Availability Systems) and Risk SPPC01 (Performance Management).

10.1.2 In regard to the New Mobilising System (NMS), DL confirmed that the NMS would have the ability to be configured to include changes in approach to the automatic fire alarm response model.

10.1.3 **The Committee scrutinised the report.**

10.2 Risk Spotlight: Management of Contaminants

- 10.2.1 AW presented the risk spotlight to the Committee to provide an update on the management of contaminants. The following key points were highlighted:
- Development of an implementation plan with short, medium and long-term delivery dates.
 - Progressing discussions with the Fire Brigades Union (FBU) and University of Central Lancashire (UCLan) regarding future health screening.
 - Trial health screening, part funded by Scottish Government, would be held in September 2023.
 - Initial discussions held with FBU and Scottish Government regarding future plans.
 - Current ability to record exposure and potential future options/advances.
 - Development of LCMS module, policy and operational guidance and standard operating procedure.
 - Work ongoing to identify potential resource and costs implications (PPE).
 - Continue to work with FBU to identify and address culture and behaviour on stations.
 - Engagement with other services/organisations including National Fire Chiefs Council, FBU, UCLan and other international organisations.

(RS rejoined the meeting at 1150 hrs)

- 10.2.2 AW reiterated the Service's joint approach with the FBU.
- 10.2.3 In regard to hosting an international conference jointly with the FBU, AW confirmed that the intention remained to hold an event, however it was currently on hold.
- 10.2.4 AW informed the Committee that the FBU were lobbying government for presumptive legislation and the impact in other countries where this has been enacted.
- 10.2.5 **The Committee noted the report.**

9 UPDATE FROM HM FIRE SERVICE INSPECTORATE

- 9.1 RS presented his report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
- Inaugural Service Delivery Area (SDA) Inspection concluded and would be laid before Parliament and published. The Service were already taking action to address the recommendations within the report. Thanks were extended to the Strategic Leadership Team for their assistance and feedback on the report.
 - Thematic Inspection Climate Change had concluded and would be laid before Parliament on 21 September 2023 and thereafter published.
 - Thematic Inspection Mental Health and Wellbeing Provision: Fieldwork concluded, and report currently being drafted. Thanks were extended to all those involved for their open and honest contributions.
 - Thematic Inspection Organisational Culture: Terms of reference was being drafted. Inspection would focus on behaviours and values. The inspection would also take account of other UK wide FRS and Police Scotland reviews.
 - Additional Inspectional Activity: Independent Inspection of Northern Ireland FRS: Inspection concluded, and the report would be published in due course.
 - HMFSI 75th Anniversary event to be held on 2 November 2023.
- 9.2 In regard to the Culture inspection, the Committee queried whether the Service had articulated a behaviour standard that would be used as the benchmark and sought further detail on the methodology of the inspection.
- 9.3 RS noted that it would be impractical to think that there is a single culture across Scotland as this differed from area to area. He noted that colleagues in England had focused on disciplinaries, gross misconduct and how these were handled. He also noted other area of focus such as how behaviours were actively monitored and/or challenged, cultures on

watches, diversity and equality, willingness to challenge from management. The inspection would highlight strengths as well as any identified weakness.

- 9.4 The Committee asked whether the SDA, Mental Health and Climate Change inspections would be presented at the next meeting. RS confirmed that these reports would be laid before parliament and thereafter it was dependant on the Service to progress internally.

- 9.5 In regard to a future SDA inspection, the Committee asked whether any lessons had been learned and would be applied to the next inspection. RS confirmed that lessons had been identified and some revisions would be made to the inspection process.

The Committee noted the report.

9.6

11 FORWARD PLANNING

11.1 Committee Forward Plan

- 11.1.1 The Committee noted the forward plan.

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

- 11.2.1 There were no items noted.

12 REVIEW OF ACTIONS

- 12.1 KM confirmed that there were no formal actions recorded during the meeting.

13 DATE OF NEXT MEETING

- 13.1 The next meeting is scheduled to take place on Thursday 29 November 2023.

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

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 30 MAY 2023

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

15 OPERATIONS CONTROL: EXISTING SYSTEMS RESILIENCE

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

- 15.2 **The Committee noted the report.**



Report No: C/SDC/29-23

Agenda Item: 7

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

5.2 5.2.1	Financial Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process.
5.3 5.3.1	Environmental & Sustainability Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.
5.4 5.4.1	Workforce Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.5 5.5.1	Health & Safety Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.6 5.6.1	Health & Wellbeing Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.7 5.7.1	Training Specific details in relation to operational training are contained within Appendix A.
5.8 5.8.1	Timing This report covers the period from August 2023 to Nov 2023 and, where appropriate, the period prior to and following this.
5.9 5.9.1	Performance A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.
5.10 5.10.1	Communications & Engagement Where appropriate, issues highlighted within Appendix A are communicated internally and externally.
5.11 5.11.1	Legal Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.
5.14 5.14.1	Service Delivery This report provides an update to SDC on service delivery related matters.

6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Stuart Stevens, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Due to the breadth and depth of activity being undertaken across the Service the DCO can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. Concerns remain around capacity and backlog caused by the pandemic and recent other concurrent demands, including industrial action. Primary concerns are around training backlog and workforce profile challenges.
8	Appendices/Further Reading	
8.1	Appendix A – Service Delivery Update.	
Prepared by:		Service Delivery, and Training, Safety and Assurance Directorates
Sponsored by:		Stuart Stevens, Deputy Chief Officer
Presented by:		Stuart Stevens, Deputy Chief Officer
Links to Strategy and Corporate Values		
This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> .		
Governance Route for Report		Meeting Date
<i>Service Delivery Committee</i>		<i>28 November 2023</i>
		Report Classification/ Comments
		<i>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. 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; - 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. - Preparation for Digital Fireground radio roll-out - Preparation for Wildfire Strategy Implementation
<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 30 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

	<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>All of these actions (including the go-live of phase 1 of SSRP on 4 September 2023) have been delivered in the reporting period.</p>
<p><u>MTA Response</u></p>	<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 have completed their work in support of SSRP Phase 1 implementation and now return to Business-as-Usual activities in support of daily availability. The implementation of Appliance Withdrawal has reduced the overall requirement for both detached duties and Overtime, however the level to which this impacts varies by watch pattern and geography.</p>
<p><u>Other work of note</u></p>	<p><u>Comprehensive review of Operations Priorities and focus for delivery 2023/24</u></p> <p>Noting the impact of both the legacy of IA Planning (Q1) and SSRP preparation and implementation (Q2 & Q3), the Operations Strategic Management Team has commenced a full review of achievable and relevant priorities for the balance of this fiscal year and, in support of this also developed a gateway and progression model for all Ops work ongoing. It is intended that the combination of this, as well as an emerging performance management framework for the function will ensure that the balance between unexpected but priority work and business as usual can be maintained effectively.</p>

Review of Manchester Arena Enquiry Vol 2 actions as relevant to SFRS

Working in collaboration with the Police Scotland, Scottish Ambulance Service, SMARTEU and domestic stakeholders within SFRS, Operations has led on developing and implementing the Action Plan associated with MAI Vol 2 and the supporting work.

Maintenance and management of Existing Systems Group (Operations Control)

Chaired by the Head of Operations, the Existing Systems group is a multi-directorate action group tasked with ensuring the ongoing stability and security of the current (legacy) Command and Control Mobilising Systems within Operations Control. In this past quarter efforts have focused on defect and issue management, the development and implementation of the Vision 5 Disaster Recovery System and the Digital ICCS at Dundee.

Development of On-call support Hub to deliver the recommendations associated with the on-call improvement programme report

As part of the delivery actions associated with this programme of work, a hub model (with spokes embedded in the Service Delivery Areas) is being coordinated and resourced within the Operations Team. Further updates on progress will be provided as landmarks and milestones are reached.

Service delivery strategic leadership on SFRS Cultural Action Plan

The head of Operations has taken a lead coordination role on behalf of Service Delivery in this emerging work lead by the Interim Deputy Chief Officer. First meeting of stakeholder group conducted in November 2023.

Recruitment action (Operations Control)

A campaign to recruit up to 15 OC Operators across all three Operations Controls has commenced with a campaign focused on recruiting to and addressing the current Edinburgh OC vacancies. Currently at the selection stage, this is progressing well.

Severe Weather and Bonfire night

October and November saw significant planning, response and remedial actions as both Severe Weather (Storm Babet) and the enacting of the National Event Operations Plan (NEOP) for 5 November 2023 saw the service experience demand and pressure in different but equally challenging ways.

Storm Babet response included some remarkable rescues locally in the North East (Angus and Dundee) but also a large National response requiring the coordination of Flood Teams, SRT and Boat Operators as well as significant welfare and command resources.

	<p>As part of "Operation Moonbeam", the SFRS enacted its NEOP for the period 30 October to 6 November 2023 and provided multiagency engagement in the Strategic Coordination Group and MACCs. This year's response could be considered a significant success in relation to resources, planning and preparedness but also raised large concerns in relation to crew safety as we saw a spike in violence to crews issues.</p>
<p><u>Prevention and Protection</u></p>	
<p><u>Item</u></p>	<p><u>Commentary</u></p>
<p><u>New County Hotel</u></p>	<p>The New County Hotel (NCH) FI and FSE Investigation remains ongoing with the Working Group engaging with Police Scotland and the Procurator Fiscal regularly. Of the 35 actions identified by the NCH Working group, five remain in progress down from 10 last period, of these, two are awaiting the outcome of the SFRS FSE investigation and FAI.</p>
<p><u>Cameron House Hotel</u></p>	<p>The final report by the SG Cameron House Hotel Short Life Working Group has now been published with SFRS actions having been addressed at an early stage. As a result of this report, an expert working group is being established by the Scottish Government where SFRS will be represented moving forward. This will look at issues around fire suppression systems and voids/cavities etc within historic buildings (for future and current hotels) with commencement expected towards the end of 2023.</p>
<p><u>Grenfell</u></p>	<p>The Phase Two report from the Grenfell Tower Inquiry has yet to be published. The SFRS High Rise Continuous Improvement Group continue to address actions pre-empted from that report.</p>
<p><u>HMFSI –Report – Arrangements for Firefighting in High Rise Premises</u></p>	<p>Of the eight listed recommendations within the report, only two remain open with an expectation that these will conclude towards the start of 2024. Cross Function and Directorate engagement is taking place to address these outstanding items.</p>
<p><u>FSE</u></p>	<p>A review of the job evaluation of Auditing Officers (AOs) has indicated that all AOs studying the updated fire safety modules at SCQF Level 8, should be awarded Grade 5 rate of pay.</p> <p>The Function are in discussion with People colleagues to determine how and when this should be implemented, as it may form part of the development process to become competent. Engagement with Rep Bodies is also being sought as part of these discussions. There will also be an</p>

<p><u>Prevention & Protection Enforcement Database (PPED)</u></p> <p><u>UFAS</u></p>	<p>impact for those experienced officers who have yet to obtain the additional qualification required for the higher pay award, and the provision of Recognised Prior Learning courses to facilitate this is currently out to tender.</p> <p>The above evaluation will also require to be considered in line with an SFRS Protection Development Pathway and its overarching Competency Framework. Progress on this has been limited due to competing priorities and resourcing within the Function, though will need to progress in line with the outcomes of the discussions relating to the AO job evaluation.</p> <p>PPED replacement project continues to progress through a Subject Matter Expert Group. A meeting was recently held with a potential provider, Active Formatics and their D365 fire protection system. Representatives from Service BI and ICT were in attendance. This system shows promise and further review of its abilities, fit with SFRS needs and associated costs is currently underway with feedback expected from internal partners shortly.</p> <p>Further meetings of the working group will determine the route map for PPED replacement going forward, though the system remains stable during the last period which has reduced the urgency. There do remain issues though in terms of its operational ability.</p> <p>Most milestones set against the workplan have been completed with the exception of setting up Operating Agreements with Alarm Receiving Centres (ARC). As agreed through governance processes, this workstream was withdrawn from the workplan. Staff have reached out to umbrella organisations, such as the National Security Inspectorate and the Security Systems Alarm Inspection Board, with a view to understanding the issues that each organisation face and agree a way forward. GC's attended the British Security Industry Association conference to raise awareness of our UFAS Policy within the ARC and alarm installers arena.</p> <p>We have reviewed the existing UFAS Procedure which has now been circulated. The BI team have provided data re UFAS performance over Q2, results of this are positive data indicating a 54% drop in UFAS Incidents attended. There is a focus on performance management in LSO areas, local area management teams will use the UFAS Dashboard to monitor activity within their area and challenge "repeat offenders".</p> <p>A closing report for the project is now being worked on with a view to have this completed by mid-November 2023.</p>
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<p><u>Heritage</u></p>	<p>The Museum of Scottish Fire Heritage opened to the public in June 2023. This resource is utilised by the CSE team as a mainstay engagement method and to deliver key home and community safety messages. It acts as a bridge location to improving wellbeing and connection with members of the public across all spheres and enhances the reputation of SFRS as a world leader in safety education and awareness.</p> <p>The museum’s events program includes educational and family workshops and the chance for members of the public to engage with SFRS in a friendly and informal manner to see their work up close, receive safety inputs and learn more about keeping themselves safe. A recent example of this was the Doors Open Day even in September 2023, where over 2,500 members of the public visited the museum, had a station tour, spoke to members of the Community Safety Advocates Team, interacted with the on-shift crew and explored station life and modern fire appliances. There were also events over the October holiday, including activities for “Math’s Week” which ties in fire safety education with STEM areas of the curriculum.</p> <p>Over 7,500 visitors have toured the museum since it opened on 28 June 2023 (figures 28/6/2023- 23/10/2023). HRH Princess Anne formally opened the Museum of Scottish Fire Heritage on 7 November 2023.</p>
<p><u>Safeguarding</u></p>	<p>Enhanced Safeguarding Training has been completed for the majority of CATs and Wholetime Trainee inputs continue with two days scheduled for November. Domestic Abuse – an e-learning module has been developed for SFRS personnel to be used in conjunction with Safe lives module and this will be on LCMS by end of November 2023.</p> <p>Hoarding – an LCMS module has been created is now live on TFOC quarter 3. Safer Homes personnel are working with NFCC Hoarding Group on training resources with a view to creating a more in-depth hoarding module aimed at CATs.</p> <p>Safeguarding for Managers – a package of training for Managers within CSE (LALOs and SCs) is in the early stages of being developed – and is being progressed in conjunction with Information Governance and HR to consider responsibilities of information sharing when there is adult or child protection concerns of what do if allegations are made concerning staff members.</p> <p>Quality Assurance – a draft QA document has been developed which will contain the process where SFRS carry out Adult and Child protection referrals.</p>

<p><u>Asylum Seekers/Refugees</u></p>	<p>LSO area CSE personnel in conjunction with Enforcement personnel continue to work in partnership with the MEARS Group (a PLC working in both the public and private housing market) to provide fire safety advice and education to asylum seekers and refugees across Scotland who are temporarily housed in hotel accommodation.</p>
<p><u>Dedicated Working Collaboratives with Police Scotland and Scottish Ambulance Service</u></p>	<p>Dedicated working collaboratives are ongoing where Police and SAS identify/refer individuals/properties at risk of fire or by the actions/lifestyle of the occupant to SFRS for a home visit to improve the general safety and wellbeing of individuals. There are approximately 100 more Police referrals this year (at present) compared to the previous two years (2021/2022) and SAS since the collaborative's inception have referred 103 individuals to SFRS for a HFSV.</p>
<p><u>Ageing Safely Living Well Framework</u></p>	<p>The SFRS Ageing Safely Living Well Framework for Older People document has been updated which provides guidance and information around Scotland's ageing population, the need to work closely with individuals and partners to identify those who may be at an increased risk of fire due to a range of health and lifestyle influences and work collectively to reduce that risk of fire whilst supporting the independence and dignity of our older community members.</p>
<p><u>Children and Young People</u></p>	<p>The National Fire Chiefs Council (NFCC) Children and Young People survey completed, this will be used by the NFCC to evaluate how they can best support services throughout the country and tailor training and resources to individual needs. SFRS await official feedback of this process.</p> <p>A core working group for Fire Safety Support and Education (a programme to support young people who have an interest in setting fires) has been established to support development through LSO areas and ensure we received accurate statistical data returns on our engagement within this category. A new evaluation platform has been created to ensure statistical information is accurate, this information will be monitored by the FSSE lead and fed into the Deliberate Fires Working Group and Education Working Group.</p> <p>To strengthen the knowledge of our Community Safety Engagement personnel, an online e-learning module has been developed to outline the values and service aims and objectives of youth engagement within the service. Overall, since April the Early Intervention have delivered, Core skills Youth Engagement to 46 of our staff, 10 personnel have received FSSE training and finally enhanced safeguarding has been rolled out to 277 members of the</p>

<p><u>Youth Volunteer Scheme</u></p>	<p>SFRS Community Safety Engagement, Mental Health Champions and Youth Volunteer Instructors.</p> <p>The Fireskills Employability Award (FEA) is within the final stages of appointing a new Credit Rating Body by Ayrshire College. This will allow the FEA to continue to support small groups of young people, not reaching their full potential/engaging with anti-social behaviour and contribute towards reducing service demand. Young people invited onto the course will engage in community safety engagement learning and firefighter drills, developing core transferable skills for their future positive destinations. As part of this a new evaluation process has been developed to gain vital feedback from our service users and how we can continue to develop to meet their needs.</p> <p>Across the last quarter (Jul to September), another scheme has launched in Tobermory, Mull. This takes the total number of schemes now running to 13.</p> <p>Across these locations there was a total of 163 Youth Volunteers (YVs) registered and 88 Volunteer Youth Instructors (VYIs). 45 YVs were reported as meeting the Vulnerability Criteria set out by the Children's Commissioner for Scotland, of which 13 are reported to be Care Experienced. 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. 17 YVs are currently holding promoted positions of Youth Crew or Watch Commander. A total of 759 volunteering hours were collectively contributed by Youth Volunteers across the 13 live schemes during this quarter.</p> <p>53 YVs gained wider achievement awards for their involvement with YVS:</p> <ul style="list-style-type: none"> • Youth Scotland Awards – 5 x Hi5 (SCQF Level 2), 5 x Dynamic Youth Awards (SCQF Level 3) • Saltire Awards – 22 x 10 hour certificates, 13 x 25 hours certificates, and 8 x 50 hour certificates. <p>It was estimated that for the period April 22-March 23 more than 5000 volunteering hours were contributed by adult Volunteer Youth Instructors, which amounts to the equivalent value of £67,000. VYI hours will now be counted on a quarterly basis, and for Q3 the total is 1319 hours contributed.</p> <p>Highlights of YVS in this period:</p> <ul style="list-style-type: none"> • 5 Youth Volunteers from YVS Dumbarton participated in the UK Fire Cadets National Games in Liverpool • 3 Youth Volunteers from YVS Alloa participated in the UKRO Trauma Care Cadet Challenge in Lincoln
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<p><u>Water Safety</u></p>	<ul style="list-style-type: none"> • YVS Methil were visited by Scottish Blood Banks, and took part in a Mental Health Awareness workshop from Bernardo's • YVS groups in Dumbarton, Kilwinning, Coatbridge, Methil, Peterhead, Shetland and Stranraer supported a number of station Open Days in their local areas. • YVS Stranraer won an award from Dumfries and Galloway council for their efforts in litter picking in the local community. <p>National Water Safety Project continues to support all LSO areas to deliver water safety activity that is consistent with Scotland's Drowning Prevention Strategy (SDPS) and the Minister's Action Plan for Water Safety. The project does this by supporting LSO areas to establish and attend local Partnership Approach to Water Safety (PAWS), or equivalent, groups within their areas that work on delivering the core principles for water safety of Prevention, Improved Incident Response, and Review. Through the support and guidance of Water Safety Scotland (WSS) these groups are given access to education, communication, and engagement assets that are consistent and in line with nationally agreed messaging.</p> <p>Project lead, on behalf of SFRS, Chairs WSS and provides direction and strategic lead for all partners involved in improving drowning prevention efforts in Scotland.</p> <p>The Drowning and Incident Review (DIR), co-written by SFRS and RoSPA, is an innovative and world leading approach to post water incident analysis that is used to understand contributory factors and allow for potential controls to be implemented that may reduce likelihood of similar events in the future.</p> <p>DIR went live in May 2023 and so far, 8 full reviews have been held with a similar number of incidents in the evidence gathering phase for future review.</p> <p>The initial part of DIR currently has a data capture in Scotland of 100% of drowning incidents since May 2023. Previous data capture in Scotland was 80% so significant progress has already been made that will assist in shaping both local and national approaches to water safety in Scotland.</p>
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Service Delivery Areas	WEST
<p data-bbox="164 226 225 255"><u>Item</u></p> <p data-bbox="164 293 564 356"><u>Long Service Good Conduct (LSGC) Ceremony</u></p> <p data-bbox="164 1099 560 1128"><u>West SDA Charity Initiatives</u></p> <p data-bbox="164 1503 564 1532"><u>D&G Young Persons Project</u></p>	<p data-bbox="673 226 847 255"><u>Commentary</u></p> <p data-bbox="673 259 1449 389">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 22 September.</p> <p data-bbox="673 427 1449 591">Chief Officer Ross Haggart and SFRS Board member Tim Wright presented 33 colleagues with 20-year long service good conduct medals and 30-year long service clasps to recognise their outstanding commitment and dedication to SFRS.</p> <div data-bbox="673 591 1342 1032" style="text-align: center;">  </div> <p data-bbox="673 1099 1449 1435">A team of 12 firefighters from across EWDAB LSO cycled 132 miles in one day to raising £2,740 (plus £601 gift aid) for The Fire Fighters Charity. The team left Paisley Community Fire Station at 5am on 23 July and arrived at Jubilee House in Penrith, one of the charity's three centres. A team of five firefighters from Motherwell finished their three peaks challenge in less than 24 hours to raise more than £4,000 for charity. Their challenge didn't go unnoticed by Clare Adamson MSP for Motherwell and Wishaw, who lodged a motion in parliament to commend their efforts.</p> <p data-bbox="673 1503 1449 1935">Prevention and Protection (P&P) personnel from across Dumfries and Galloway (D&G) have been involved in a pilot programme run by Lockerbie Academy and the University of the West of Scotland to develop a programme for young boys which combines mentorship with the principles of nurture and violence prevention. The rationale for the project was to create a safe place where young men would be given time to talk about emotions, learn from each other and male role models but also address some of the issues relating to being a young male in today's society. Education Scotland have recorded a video of the "Boys to Men" project and it will appear on their website as an exemplar of good practice.</p>

Low Carbon Appliance has gone on the run at Clydesmill Fire Station

Scotland's first all-electric fire engine went on the run on Monday 2 October 2023 at Clydesmill Fire Station.

There are 2 chargers on station to allow charging of the vehicle, a 25Kw and a 150Kw. The appliance has been fitted with 2 full batteries and 4 half batteries to supply power. It is also fitted with a range extender 60L, 2.3 Eco Boost Petrol engine.

The petrol engine will provide charging to the batteries when the charge falls below 30% when driving and 60% when being used as a pump.

Driver Training have been providing familiarisation of the vehicle to the drivers at the station along with some new features exclusive to this vehicle.



Service Delivery Areas

EAST

Item

Commentary

Long Service Good Conduct Ceremony – 6th October 2023

The East of Scotland Management team were pleased to hold a Long Service and Good Conduct Ceremony for 2023 recipients. It was with great pleasure recipients were able to receive their Medals at Glen Pavilion in Dunfermline on Friday 6th October 2023. The event, a great success allowed the service to demonstrate its gratitude to all those that attended, in total 19 Recipients received 20 Years' Service Medals, 5 Recipients received 30 Years' Service Certificates' and 2 Recipients received a Chief Fire Officers Commendation.





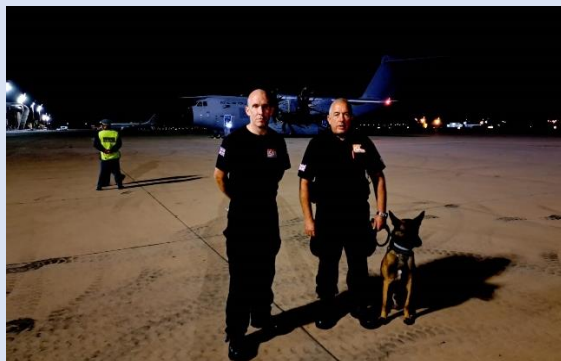
Morocco ISAR deployment

Dog handler Crew Commander Gary Carroll, search dog Coorie, and Watch Commander Gavin Brown are back in Scotland after an International Search and Rescue (ISAR) operation in Morocco.

As part of a UK-wide ISAR team, the trio helped with the active search and rescue of casualties, as well as restoring infrastructure after an earthquake hit the country.

The extreme temperatures, which reached up to 38 degrees, presented challenges but CC Carroll said Coorie adapted well.

All three have now returned to Scotland after spending over a week in the North African country.



Operation Thomas Multi-agency exercise



A recent training exercise at Bridge of Dun Railway Station in Montrose simulated a major incident involving a train to enhance multi-agency working.

<p><u>Isle of Skye, On-Call Recruitment initiative</u></p>	<p>Crews from Perth and Kinross, Angus and Dundee LSO area and colleagues from Aberdeen City, Aberdeenshire and Moray took part.</p> <p>The exercise was held for the Service, Police Scotland, Scottish Ambulance Service and Network Rail, and participants followed the Joint Emergency Services Interoperability Principles (JESIP) for joint working.</p> <p>Caledonian Railway was thanked for the use of their facilities for the day. LOUIS BARABBAS - Things Are Hotting Up - YouTube</p> <p>Firefighters from Skye have put their own twist on a disco inferno by releasing a song aimed to help with On Call recruitment. The crew from Dunvegan Community Fire Station has recorded “Things Are Hotting Up” as part of a community charity album. The song is intended to give people an insight into what it is like to be an On Call firefighter within the North SDA.</p> <p>The project was born out of the ongoing challenges around On Call crewing shortages and the idea came as the station sought to find a way to promote all the work that On Call firefighters carry out in an engaging way. On Call personnel are vital to Island Communities like Skye and the video is a perfect example of the SFRS community involvement.</p>
<p><u>TRAINING, SAFETY AND ASSURANCE DIRECTORATE</u></p>	
<p>Operational Assurance (OA)</p>	
<p><u>Item</u></p> <p><u>Learning from HS events and OA</u></p> <p><u>Significant Work undertaken by the OA Department.</u></p>	<p><u>Commentary</u></p> <p>The Organisational Learning Group continues to meet and has developed a new Organisational Learning Tracker to assist with the management and progression of actions from Health & Safety (HS) investigations and Operational Assurance (OA) activities.</p> <p>Safety and Assurance are currently managing a total of 21 action plans stemming from significant events.</p> <p>The new Operational Assurance Recording and Reporting System (OARRS) was launched on 1 November 2023 following significant work by the OA team and ICT. This was to progress the findings from the User Survey undertaken during 2022.</p> <p>Following the excellent relationship building and development of a Data Sharing Agreement, GC Des Donnelly has been recognised for his work in this area and asked to become the NFCC’s National Operational Learning User Group Vice-Chair.</p>

<p><u>National Operational Learning (NOL)</u></p> <p><u>National Review of Operational Assurance</u></p> <p><u>Frontline Updates</u></p> <p><u>OA21</u></p>	<p>The 2022/23 Station Audit programme report has now been finalised and is making its way through Governance. The station audit and inspection programme measure pre-incident station preparedness and complements the ‘during incident’ and ‘post-incident’ review processes.</p> <p>A NOL Information Note has been received regarding ‘Alternatively Fuelled Vehicles’.</p> <p>This has been reviewed by the OA team with recommendations progressing to Operations for consideration/action following approval at NSAB.</p> <p>Following the review of Operational Assurance, the OA team are now progressing with the recommendations identified to ensure the OA department remain relevant and continue to identify Operational Learning in support of Firefighter Safety.</p> <p>A series of Frontline Updates have been published during 2023 focusing on ‘Renewables’. These include:</p> <ul style="list-style-type: none"> - Lithium Ion Batteries – Q1, - Solar Panels – Q2, - Bio-Mass Boilers – Q3. <p>OA21 completed for ATV incident in Aberdeen City, Aberdeenshire and Moray area, recommendations being progressed by Safety and Assurance.</p>
<p><u>Training Function</u></p>	
<p><u>Item</u></p> <p><u>Training Strategy / Vision</u></p> <p><u>Review of Training Function Structure and workstreams</u></p>	<p><u>Commentary</u></p> <p>Following robust consultation and engagement, the Training Vision & Strategy 2023 – 2028 (TVS) has been presented to Strategic Leadership Team on 8th Nov’23 and approved. Training will now work with Comms on the launch of the ‘Training Vision and Strategy.’</p> <p>To support the delivery of our vision and strategy a review has taken place to ensure workloads and responsibilities are prioritised appropriately. This will support the progression and development of the three key frameworks as detailed without our TVS - Skills Maintenance, Training Delivery and Training Assets Frameworks. This also coincides with the wider restructure of national and local instructors which will be completed across the East and West Service Delivery Areas in Q4 of 23/24. Collectively this is a significant change for the Training Function and aligns with our journey of continuous improvement.</p>

<p><u>Clinical Governance</u></p>	<p>The Training Function will continue to lead this work through 2023/24. The most recent quarterly Clinical Governance Practitioner Working Group (CCPWG) was held in October. The meeting provided an opportunity for the CCPWG Terms of Reference to be reviewed.</p> <p>Work is underway to secure the 2024 Pre-Hospital Trauma Life Support (PHTLS) course for the Services casualty care leads. PHTLS promotes excellence in trauma patient management and is an international course that SFRS utilises to support our quality assurance arrangements for casualty care.</p>
<p><u>Trainee Firefighter Foundation Programme</u></p>	<p>All squads have now completed Task and Task Management and are performing to a good standard overall. Trainees are in the process of completing the skills rotations phase, including BA, ICAT and Water.</p>
<p><u>Credit Rating Development</u></p>	<p>Training have worked with the People Directorate to renew the Skills for Justice membership which will fulfil SCQF requirements and support the development of the credit rating team via two consultancy days per year. Members of the Credit Rating Team completed the Credit Rating Bodies Online Workshop through October, run by the SCQF Partnership. This will ensure Training have the required skills, resilience and capacity to conduct this work. Work has recently been completed to review each of the modules of the Wholetime Trainee Firefighter Foundation Programme, utilising the practices developed through the workshop. Our activities are in line with the SCQF Quality Assurance Model which sets out the detailed criteria and types of evidence that requires to be submitted.</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 and where known Q4 training delivery courses now scheduled as per the TNA. • Full review both Nationally and Locally being undertaken for training requirements identified by LSO areas linked SSRP. • TNA report of Core skills of BA, CFBT and TV produced to enable progress to be fully tracked and highlight areas of focus within the Training delivery plan.
<p><u>Performance Reporting</u></p>	<p>A new performance officer role has been created within our Learning and Development team of the Training Function. This will assist with our business partnering arrangements with the Data Services team, and our transition to corporate reporting of performance through PowerBI.</p>

<p><u>BA Recovery Plan</u></p>	<p>Preparation for implementation of BA Recovery Plan well progressed. Pre-course Learning matrix created to cross reference National Training Standard learning outcomes against revised recovery delivery model and Pre-Course learning material created.</p> <p>Pre-Course learning will be delivered in Q4 with practical element of BA Recovery commencing in Q1.</p>
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HM Fire Service Inspectorate

Report to:	SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE
Date:	28 November 2023
Report By:	HM Fire Service Inspectorate

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. Consequently, the first report of this type, for the East Service Delivery Area (ESDA) was published on 19 October 2023.

Following on from the successful completion of the ESDA Inspection, HMFSI has commenced its inspection process within the West Service Delivery (WSDA).

We continue to engage with the DACO and senior management team for the area to discuss our ongoing fieldwork and answer any questions. We continue to work through an inspection schedule and have completed fieldwork in the East and West Dunbartonshire, Argyll and Bute (EWDAB), East, North and South Ayrshire (ENSA) and Dumfries and Galloway (D&G) LSO Areas. 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.

We are currently visiting and interviewing within North and South Lanarkshire (LAN) LSO area, which is scheduled to be completed by mid-November 2023. Further inspection team visits to East Renfrewshire, Renfrewshire and Inverclyde (ERRI) LSO area are scheduled for late November 2023. The overall Inspection fieldwork for the WSDA is scheduled to be complete by early 2024 with the final report due thereafter in the late 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 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.

We are pleased to advise the Committee that the report has now published and was laid in the Scottish Parliament on 25 September 2023.

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.

Formal consultation has concluded, and it is anticipated that the report will be laid in the Scottish Parliament in December 2023.

Organisational Culture

HMFSI are currently preparing to carry out an inspection of organisational culture within the SFRS.

The consultation period for this inspection outline closed on 1 November 2023 and HMFSI are currently evaluating comments from SFRS. We anticipate this inspection will take around 12 months to complete.

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. The report was published on our website on 7 September 2023.

HM Chief Inspector Robert Scott QFSM

Date: 28 November 2023



Report No: C/SDC/32-23
Agenda Item: 8.2

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 NOVEMBER 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	There are no closing reports to consider.						
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	Firefighting in High Rise Buildings						
3.2	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 2 .						
3.3	During the reporting period, one action was completed, and 4 actions have an amber status.						
3.4	The Committee are asked to note the following: <ul style="list-style-type: none"> Action 5: A revised due date of March 2024 has been provided as there has been slippage in the original timeline. Slippage is due to impacts on Local Senior Officer 						

3.5	<p>resourcing, including the Royal Visit and retirements of two Group Commanders within the City of Edinburgh Management Team. It is anticipated there will be no further slippage and the action will be completed in line with the newly identified completion date of March 2024.</p> <p>The overall RAG rating for this action plan is amber and is estimated at 75% complete. (Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</p>
4	Recommendation
4.1	<p>The SDC is invited to:</p> <ul style="list-style-type: none"> • Note the progress of all action plans as presented in the audit and inspection dashboard, attached as Appendix 1. • Review the Arrangements for Firefighting in High Rise Buildings action plan, attached as Appendix 2 and agree the recommendations made.
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.
5.1	Communications & Engagement
5.1.1	There is no implication associated with the recommendations of this report.
5.11	Legal
5.11.1	The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire (Scotland) Act 2005.

5.12	Information Governance	
5.12.1	A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.	
5.13	Equalities	
5.13.1	An Equality and Human Rights Impact Assessment (EHRIA) is not required for this report. These will be captured by Directorate and LSO EHRIAs.	
5.14	Service Delivery	
5.14.1	There are no service delivery implications associated with the recommendations of this report.	
6	Core Brief	
6.1	Not applicable.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark appropriate) as	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 1: Audit and Inspection Overview Dashboard	
8.2	Appendix 2: Arrangements for Firefighting in High rise Buildings Action Plan Update	
Prepared by:	Louise Patrick, Planning and Partnerships Coordinator	
Sponsored by:	Richard Whetton, Head of Governance, Strategy and Planning	
Presented by:	Richard Whetton, Head of Governance, Strategy and Planning	
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification / Comments
<i>Senior Management Board</i>	<i>15 November 2023</i>	<i>For Recommendation</i>
<i>Service Delivery Committee</i>	<i>28 November 2023</i>	<i>For Scrutiny</i>

AUDIT AND INSPECTION OVERVIEW DASHBOARD

HMFSI Thematic Reports Progress Dashboard

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG
Apr-22	Health and Safety: An Operational Focus	PC	Mar-24	-	18	Nov-23	Feb-23	0	8	0	9	0	0	1	0	0	80%	
Sep-22	Firefighting in Highrise Buildings	SDC	Dec-23	-	8	Nov-23	Feb-23	0	4	0	1	0	0	0	0	0	75%	
Apr-23	Command and Control Mobilising System (CCMS)	CC	Mar-24	-	6	Nov-23	Feb-23	0	1	0	5	0	0	0	0	0	85%	
Sep-23	Climate Change – Impact on Operational Activity - Report going to SLT in November 2023	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oct-23	East Service Delivery Area (ESDA) - Report going to SLT in November 2023	TBC	TBC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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
May-23	Review of contingency planning arrangements in relation to potential industrial action - plan in development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

Closed Audit and Inspection Action Plans

Published	Title	Relevant Committee	Due Date	Revised Due Date	Total Actions	Last Updated	Next Update	Not Started	In Progress	Deferred	Complete	On Hold	Transferred	Cancelled	Moved to BAU	Void	% Complete	RAG	Closed Date
Apr-15	HMFSI - Performance Management Systems	SDC	Jul-20	May-20	32	May-20	N/A	0	0	0	26	0	2	4	0	0	100%	Closed	
Jul-17	HMFSI - Operations Control Dundee and Highlands and Islands Support	SDC	Dec-20	May-20	24	May-20	N/A	0	0	0	24	0	0	0	0	0	100%	Closed	
Jan-18	HMFSI - Fire Safety Enforcement	SDC	Mar-20	Mar-23	20	Mar-23	N/A	0	0	0	19	0	0	0	0	1	100%	Closed	May-23
May-18	Audit Scotland - Scottish Fire and Rescue Service Update	ARAC	Dec-21	Feb-23	36	Feb-23	N/A	0	0	0	33	0	0	0	1	2	100%	Closed	Mar-23
Feb-19	HMFSI - Provision of Operational Risk Information	SDC	Mar-22	Dec-22	25	Feb-23	N/A	0	0	0	20	0	0	0	5	0	100%	Closed	Feb-23
May-19	HMFSI - Management of Fleet and Equipment	SDC	Mar-22	May-22	38	May-22	N/A	0	0	0	32	0	0	6	0	0	100%	Closed	May-22
Feb-20	LAI - Dumfries and Galloway	N/A	Jun-21	N/A	12	Dec-22	N/A	0	4	0	7	0	1	0	0	0	100%	Closed	
Jun-20	LAI - Edinburgh City	N/A	Apr-21	N/A	11	Dec-22	N/A	0	5	0	0	0	6	0	0	0	100%	Closed	
Aug-20	HMFSI - Command and Control: Aspects of Incident Command	SDC	Mar-22	Dec-23	25	Nov-22	N/A	0	0	0	25	0	0	0	0	0	100%	Closed	Nov-22
Mar-21	HMFSI - Assessing the Effectiveness of Inspection Activity	ARAC	-	-	0	-	-	-	-	-	-	-	-	-	-	-	-	Closed	
May-21	LAI - Midlothian	N/A	Mar-22	Mar-23	7	Dec-22	N/A	0	0	0	7	0	0	0	0	0	100%	Closed	
Dec-21	LAI - Argyll & Bute and East & West Dunbartonshire	N/A	Apr-23	N/A	6	Dec-22	N/A	0	5	0	1	0	0	0	0	0	100%	Closed	
May-22	SMARTEU Covid 19 Structured Debrief Summary	SDC	Mar-23	May-23	7	Mar-23	N/A	0	0	0	7	0	0	0	0	0	100%	Closed	May-23
Dec-20	Planning and Preparedness for COVID Review	SDC	May-26	Aug-23	15	Aug-23	N/A	0	0	0	12	0	0	0	3	0	100%	Closed	Aug-23
Mar-23	Training of RDS Personnel	PC	Mar-23	Aug-23	31	Aug-23	N/A	0	0	0	27	0	0	0	4	0	100%	Closed	Sep-23

HMFSI Inspection Forecast

Expected	Title	Type
Aug-23	Mental Health and Wellbeing - <i>Report in draft</i>	Thematic
2023-24	West Service Delivery Area (WSDA)	SDA
2024-25	North Service Delivery Area (NSDA)	SDA

HMFSI Possible Areas of Interest as outlined within the 2023-25 Inspection Plan

Expected	Title	Type
TBC	SFRS Planning and preparedness for a response to Marauding Terrorist Attack	Focused
TBC	The state of provision of specialist resources (appliances, equipment and staff inc. training)	Focused
TBC	Recognising and embedding organisational learning	Focused
TBC	National resilience assets - provision, location, skills and usage	Focused
TBC	Fire cover - distribution, modelling and standards	Focused
TBC	HR/Workforce planning - recruitment, attrition, diversity, skills (all duty systems); support to LSO areas	Focused
TBC	Administration and use of technology	Focused
TBC	Operations Control	Focused
TBC	RVDS Duty System	Focused

HMFSI Arrangements for Firefighting in High Rise Buildings - Action Plan Progress
 Action Plan Owner: DACO Iain Macleod, Prevention and Protection

Updated	Next Update
Nov-23	Feb-24

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 McGoldrick/AC Getty	Jul-23	Dec-23	In Progress	<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.</p> <p>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> <p>15 November 2023: From a Prevention and Protection perspective., work continues on the review of policy and guidance in this area. Engagement has taken place with our Fire Engineering colleagues around Evacuation Alert Systems (EAS) with a number of premises being identified as having them included at the planning stage (only three known on last review). An update on this has been requested to facilitate on-site familiarisation visits to inform policy/guidance. Meetings are planned for November 2023 to discuss and agree any policy/guidance changes required. SFRS Operational Assurance Visit activity for High Rise Domestic Buildings will also be utilised to inform of premises where EAV exist but not currently known.</p> <p>Operations continue to support at this time in relation to any subsequent actions i.e. should Prevention & Protection determine a change to policy is required following their scheduled meetings. Operations will support by ensuring any required changes are reflected within operational documentation. The identification of this would be quickly carried out in line with the proposed date by Prevention & Protection, however, the actual implementation of any changes would be delivered via business as usual approaches to policy amendments and would take up to 10 weeks for revisions, consultation and familiarisation depending on the extent of the impact.</p> <p>Given this timescale for revision, it is anticipated that this action will not meet the December deadline. However, a revised due date can not be provided until the changes are identified.</p> <p>This action remains amber.</p>	40%		Amber	
<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 Getty	Jul-23	Dec-23	In Progress	<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.</p> <p>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> <p>15 November 2023: It has been determined that Premises Information Box (PIB), also known as secure information boxes, are not a legislative requirement in Scotland but we are aware of a very small number of premises where they are provided. The recent work done on standardising High-Rise identification plates (electronic versions also now available) addresses much of the information required by crews. We are liaising with Local Senior Officer Areas and the Cladding Remediation Directorate to determine the consistent application of these across Scotland. This will form a basis for guidance regarding PIBs with a guidance note/awareness briefing expected to be reviewed/disseminated December 23.</p> <p>This action remains amber due to the slip in original timescale but it expected to be completed by the revised due date.</p>	60%		Amber	Liaison with COG, where PIB are known to be present in a few premises to inform crews. Identification and Engagement with factors responsible for creation and maintenance of PIB. Reference of UK Government RRO 2005 (regulation 4) guidance on secure information box provision and maintenance

<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	Mar-24	In Progress	<p>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. 15 November 23: Trial ongoing in Edinburgh Local Senior Officer Area, but there has been slippage on the timeline and this will not be concluded until March 2024. Slippage is due to impacts on Local Senior Officer resourcing, including the Royal Visit and retirements of two Group Commanders within the City of Edinburgh Management Team. It is anticipated there will be no further slippage and the action will be completed in line with the newly identified completion date of March 2024. [Proposed revised due date from December 2023 to March 2024]</p>	60%		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>16 August 2023: To align with SFRS website/document library redesign 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] 15 November 23: This action remains aligned to and dependent on the Communications and Information Governance Project for the Website/Hub redesign. Completion of the aforementioned will allow for the go-live of the Document Conversion Project and the publication of the Standard Operating Procedure detail. This action is amber due to the slip in original timescale but remains on track for completion by the revised due date of March 2024</p>	50%		Amber	
<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		Complete	<p>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. 15 November 2023: Operations have carried out this review and SFRS Research, Development and Innovation (RD&I) are currently out to tender for new heavy weight appliance (18T) and simultaneously trialling high rise bags that are in use throughout a number of European fire and rescue services. Trailing stations are Inverness, Crewe Toll and Clydesmill. This action to review arrangements is therefore complete.</p>	100%		Complete	
<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. 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	<p>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.</p>	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. 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. 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	Complete	

<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>	<p>3</p>	<p>Operations to review Operational Intelligence in relation to High Rise premises and provide a consistent standard Service-wide approach and template.</p>	<p>AC Duffy</p>	<p>Jul-23</p>	<p>May-23</p>	<p>Complete</p>	<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. 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>	<p>100%</p>	<p>Complete</p>	<p>ABCavProcedureHRDBsGuidancePlatesV1.0 (firescotland.gov.uk)</p>
<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>	<p>7</p>	<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>	<p>AC Duffy</p>	<p>Dec-23</p>	<p>Aug-23</p>	<p>Complete</p>	<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>	<p>100%</p>	<p>Complete</p>	



Report No: C/SDC/30-23

Agenda Item: 9.1

Report to:	SERVICE DELIVERY COMMITTEE							
Meeting Date:	28 NOVEMBER 2023							
Report Title:	QUARTERLY PERFORMANCE DASHBOARD Q2 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 members with the second quarter performance for fiscal year 2023-24.							
2	Background							
2.1	Quarterly Performance has been in transition from a paper-based report to online Organisational Performance 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 Organisational Performance dashboard is reflective of the quarterly KPIs that the Performance Management Framework 2023-24 require for scrutiny by Service Delivery Committee (SDC).							
3	Main Report/Detail							
3.1	Development of the Organisational Performance dashboard (<i>pdf copy and link to dashboard in Appendices/Further reading</i>) is on-going. This quarter report now includes y axis values (requested at Q1 SDC) and where they exist, target lines for key performance indicators represented by a solid green line .							
3.2	As the Organisational Performance dashboard is a living representation of 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. Minimal fluctuations in values are possible, but greater accuracy can be expected nearer the time of the meeting.							
3.3	KPI 12 – Total incidents shows quarterly activity lower for Q2 than in recent time which is primarily driven by the implementation of UFAs policy.							
3.4	KPI 21 – UFAs incidents shows the lowest quarter activity (3,662) throughout the time series (historical quarterly average 7,170)							
3.5	KPI 4 – Fire fatalities for quarter are higher than average for the period but remain within the range we recognise as routine variation.							
3.6	KPI 5 – Fire casualties for quarter are below average and within routine variation range. This range has been defined since the second quarter of 2021-22 where a step change was implemented due to continued reduction in quarterly casualties.							

3.7	KPI 6 – Home Fire Safety Visits (HFSV) are down 9% versus the previous year and below the expected quarterly proportion of the 50,000 annual target.
3.8	KPI 8 – % of HFSV created through partner referrals is above average for the third quarter in a row.
3.9	KPI 14 – Response time specified in the Performance Management Framework was to improve against the previous year and has done so for the third quarter in a row. Quarterly response times over the last 9 quarters has noticeably levelled off with only the exception of Q3 2022-23 where the Service experienced high-volume calls to flooding incidents across Scotland.
3.10	KPI 15 – Call Handling time specified in the Performance Management Framework was to improve against the previous year. The quarter is marginally above the previous year value but clearly shows much shallower quarterly variation, and like ‘response’ is noticeably levelling off.
3.11	KPI 16 – On call availability is 74% and is below the target line to improve against the previous year.
3.18	KPI 17 – Wholetime availability is at 93.6%.
4	Recommendation
4.1	Members are invited to scrutinise the contents of the Organisational Performance Dashboard and provide feedback on practical use to ensure continuous development of user experience.
5	Key Strategic Implications
5.1	Risk
5.1.1	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	Financial
5.2.1	There are no specific financial issues raised within this paper
5.3	Environmental & Sustainability
5.3.1	There are no specific Environmental & Sustainability implications addressed in this paper
5.4	Workforce
5.4.1	There are no workforce implications in this paper
5.5	Health & Safety
5.5.1	There are no specific Health and Safety implications addressed in this paper
5.6	Health & Wellbeing
5.6.1	There are no specific Health and Wellbeing implications addressed in this paper
5.7	Training
5.7.1	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
5.8	Timing
5.8.1	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.	
5.13 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.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	David Farries, Director of Service Delivery
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/ Limited /Insufficient
7.3	Rationale:	A specific risk (SPPC001) has been identified and work is ongoing to make improvements to issues related to data quality within SFRS. Limited capacity and capabilities impact possibility in addressing these issues quickly.
8	Appendices/Further Reading	
8.1	Appendix A: PBI0068 Organisational Performance dashboard (pdf version) (Link to PBI0068 - Service Delivery Committee Performance Report - Power BI)	
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>15 November 2023</i>	<i>For Information Only</i>
<i>Service Delivery Committee</i>	<i>28 November 2023</i>	<i>For Scrutiny</i>
<i>SFRS Board</i>	<i>14 December 2023</i>	<i>For Scrutiny</i>
<i>Senior Leadership Team</i>	<i>19 December 2023</i>	<i>For Information Only</i>



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Service Delivery Committee Performance Report



**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2023-24 Q2**

Agenda Item 9.1
APPENDX A

You can use these navigational buttons to go to other pages, or use the contents panel at the left-hand side of the screen



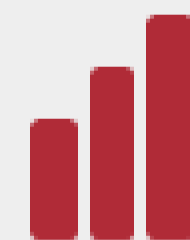
Welcome

The Service Delivery Committee Performance Report provides a view of how the Scottish Fire and Rescue Service is performing against its corporate performance measures, as mapped against our Strategic Plan Outcomes.

Our Performance Management Framework 2023-24 defines these corporate performance measures, whilst the Strategic Plan 2022-25 outlines the high-level outcomes through which the Service will continually work towards its overall purpose.

This report is a tool to support and scrutinise effective delivery of the Strategic Plan 2022-25. Each KPI has an owner, who's responsible for monitoring and commenting on its performance.

Key contact: BI@firescotland.gov.uk



**BUSINESS
INTELLIGENCE**



LIVE MANAGEMENT INFORMATION

There is no confidential information in this report – content can be shared with partners.
Data is subject to change.

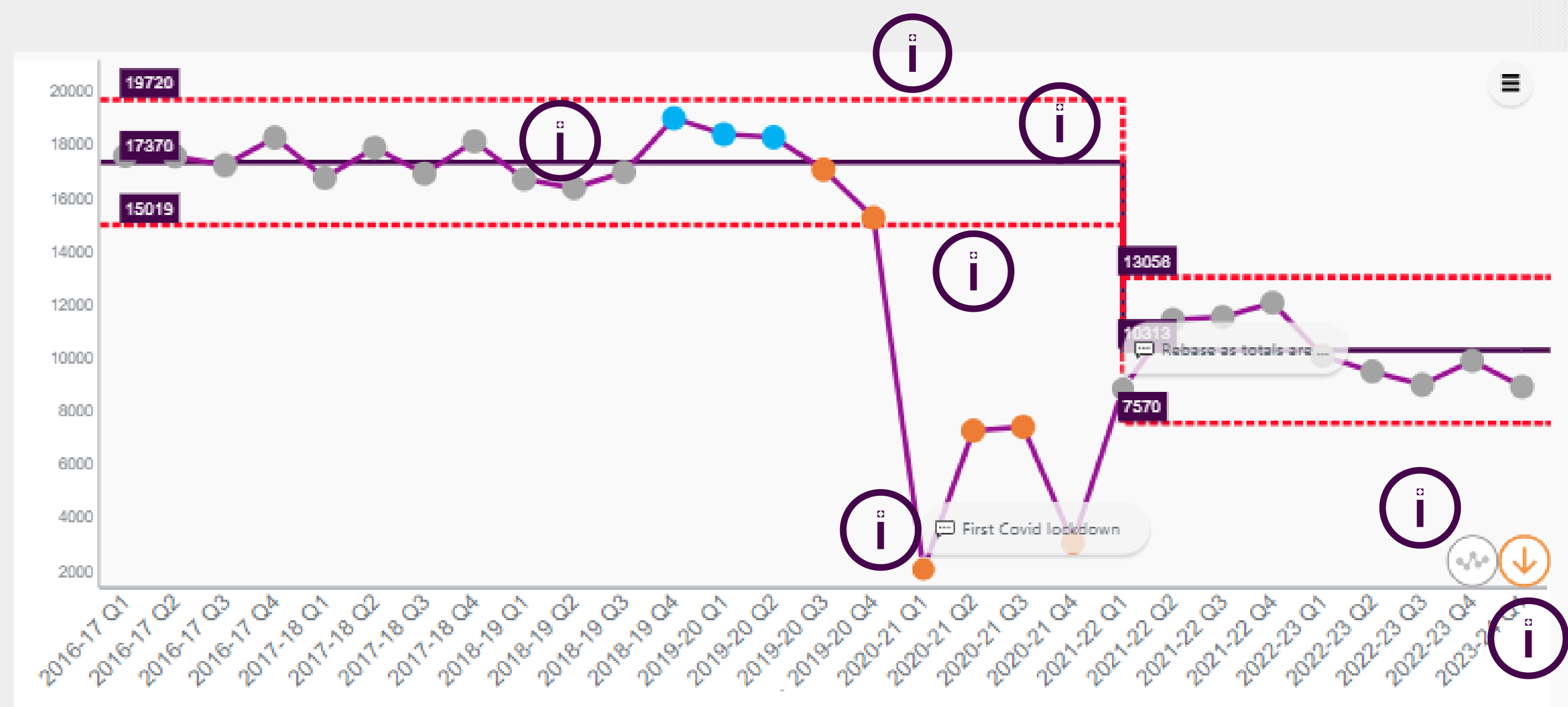
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

In this PMF Board Report, we use **Statistical Process Control (SPC) charts** to analyse and visualise how the Service is performing against each of its corporate performance measures. We also use commentary as provided by the KPI owner to provide context and highlight key messages. This approach to analysis is how the Business Intelligence Team will analyse, interpret and present performance data going forwards.

SPC is an analytical technique that **plots data over time**. It helps us to **understand variation** and guides us to take the most appropriate action.

SPC alerts us to a situation that may be deteriorating, shows us if a situation is improving, shows us how capable a system is of delivering a standard or target, and shows us if a process that we depend on is reliable and in control.



Above: anatomy of a SPC chart

How to Interpret SPC Charts - see chart - anatomy of a SPC chart

Normally data points will fall **between the upper and lower control limits**. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.

A **BLUE** data point indicates where improvement appears to lie.

A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

The following variation icons will also appear on each SPC chart:

Common cause – no significant change	Special cause of concerning nature or higher pressure due to (H)igher or (L)ower values	Special cause of improving nature or lower pressure due to (H)igher or (L)ower values

Source: [making-data-count-getting-started-2019.pdf \(england.nhs.uk\)](#)

Data source for this report:

Details of each data source can be found on the Index page. Some of these are automated whilst others are manual.



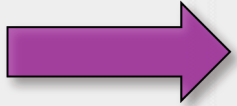
Frequency of update:

This report will be updated quarterly.

SUMMARY

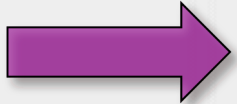
OUTCOME 01 (Prevention & Protection)

Community safety and wellbeing improves as we deploy target initiatives to prevent emergencies and harm.



OUTCOME 02 (Response)

Communities are safer and more resilient as we respond effectively to changing risks.



Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
02	Number of deliberate primary fires	SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
03	Number of refuse and vehicle fires	SFRS aims to support business owners and individuals to increase the safety of their premises and property	National	Quarterly	Reduce against previous year	Service Delivery Areas
04	Number of fire fatalities	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.	National	Quarterly	Reduce against previous year	Service Delivery Areas
05	Number of fire casualties	SFRS aims to refocusing our preventative activities to address issues of social	National	Quarterly	Reduce against previous year	Service Delivery Areas



Prevention and Protection

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

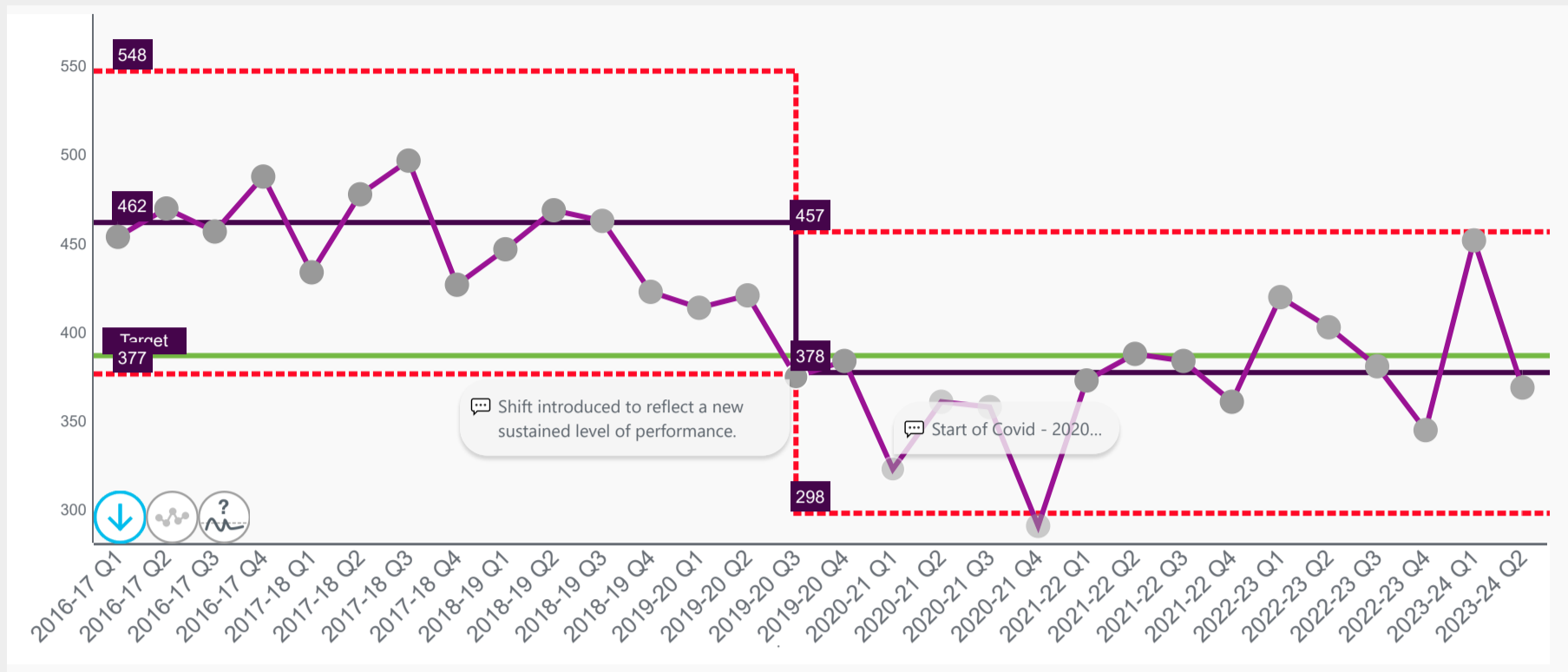


KPI 1 Non-domestic Building Fires

Reduce against previous year

PURPOSE: SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.

OWNER: Head of Service Delivery - East



SUMMARY

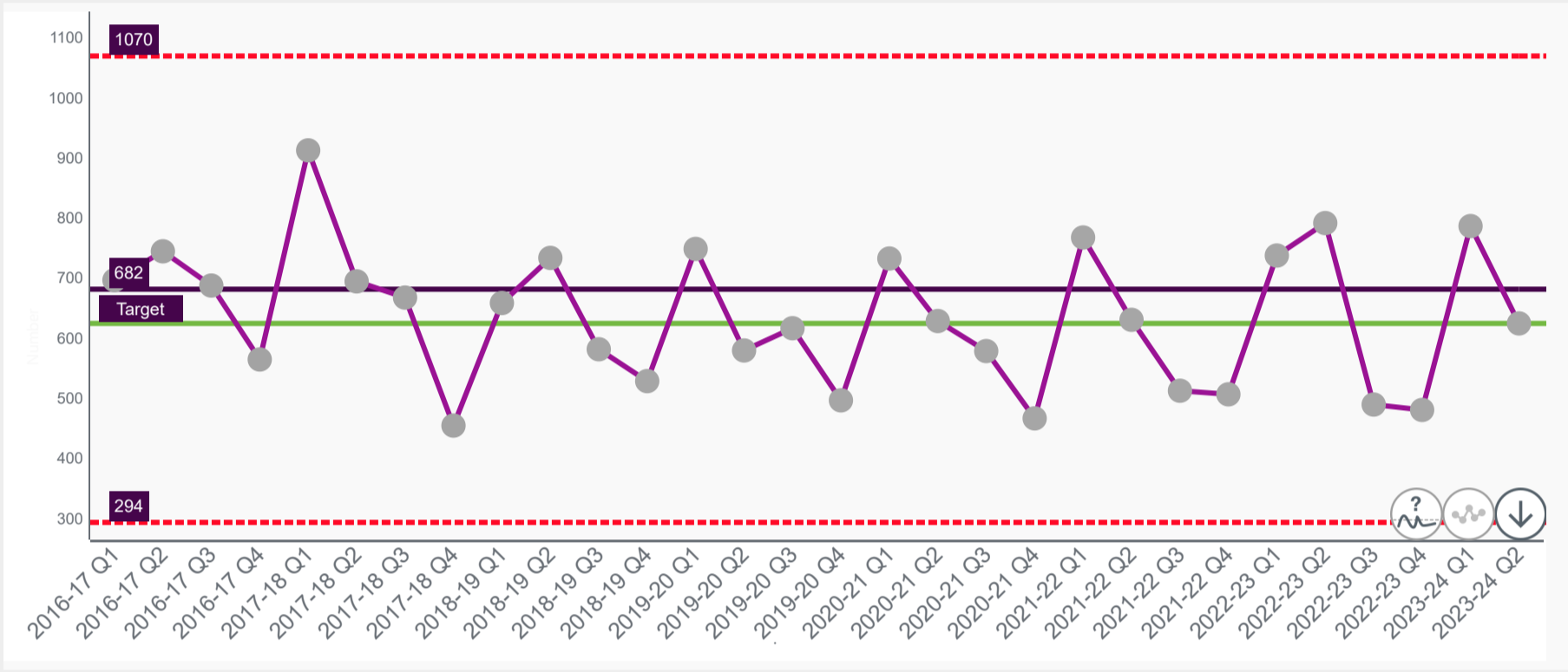
Post covid activity remains lower than previous years reflecting a changed operating environment for businesses and expanding the remit of the type of properties that enforcement engage with. Investment in enforcement staffing and training may also play a role in recent improved performance.

KPI 2 Deliberate Primary Fires

Reduce against previous year

PURPOSE: SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.

OWNER: Head of Service Delivery - East



SUMMARY

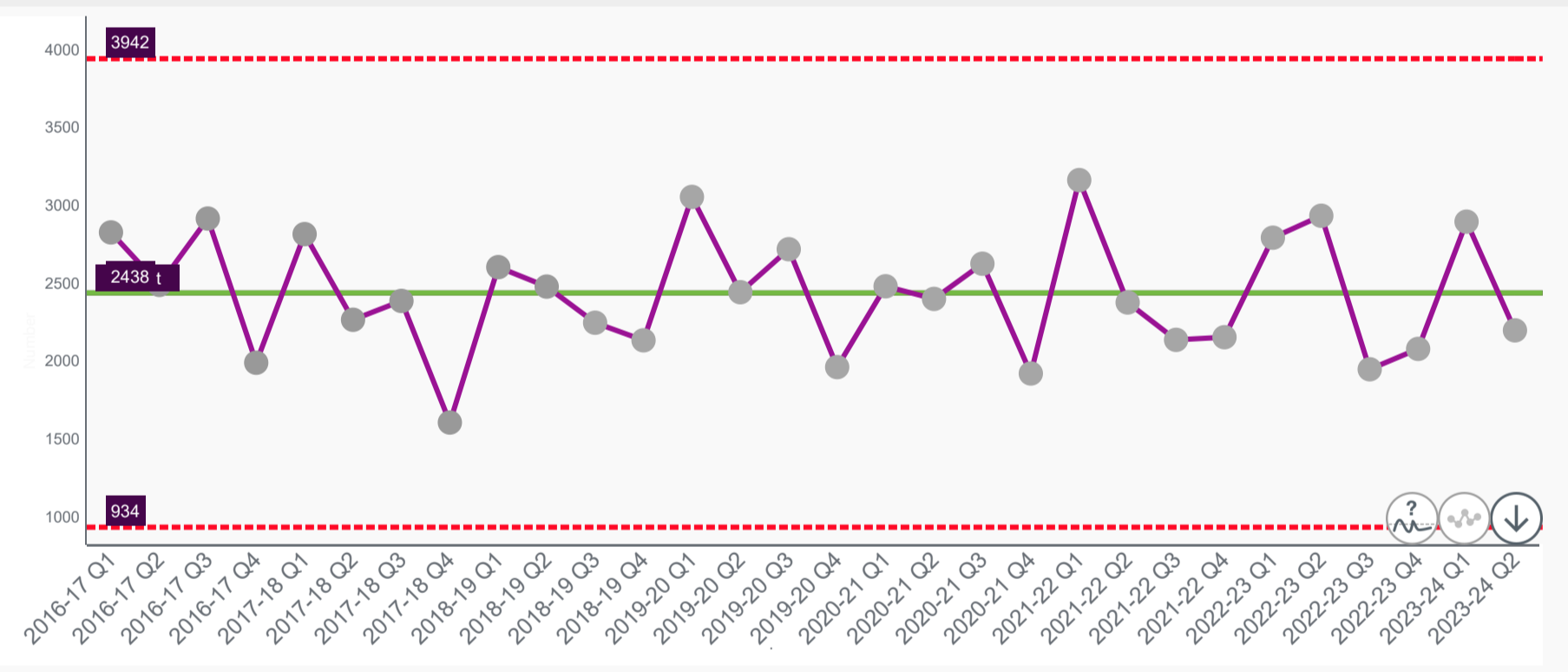
There has been no trend over recent years. An increased focus on education and targeting resources effectively and improving business as usual activity generally are the methods of improving performance here.

KPI 3 Refuse and Vehicle Fires

Reduce against previous year

PURPOSE: SFRS aims to support business owners and individuals to increase the safety of their premises and property

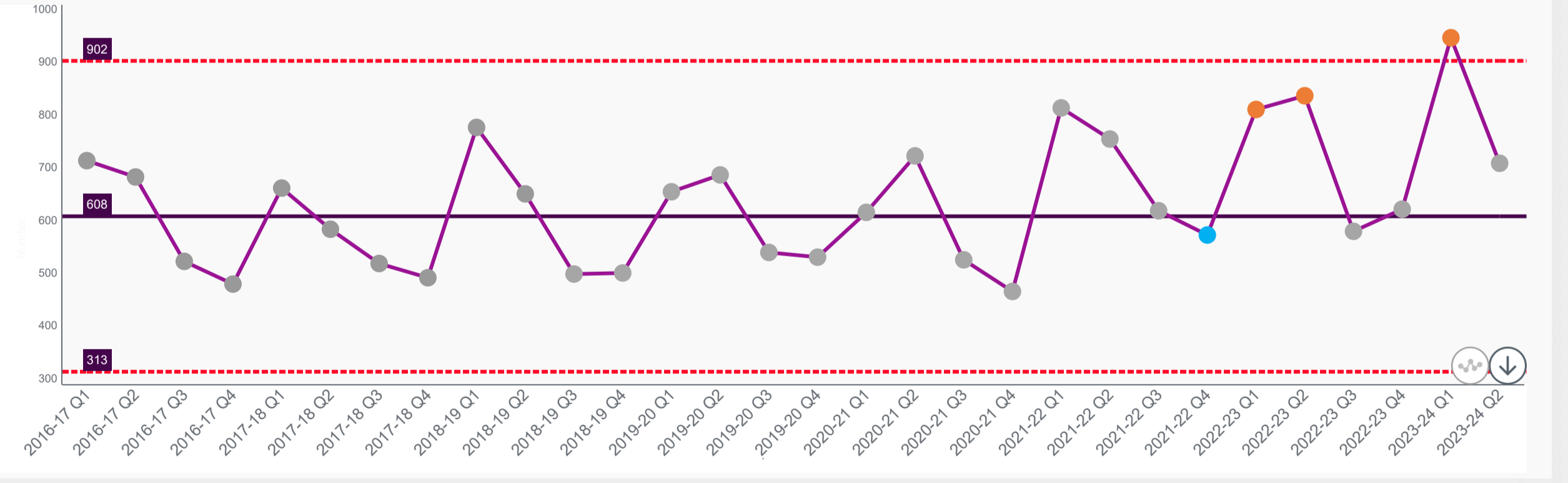
OWNER: Head of Service Delivery - East



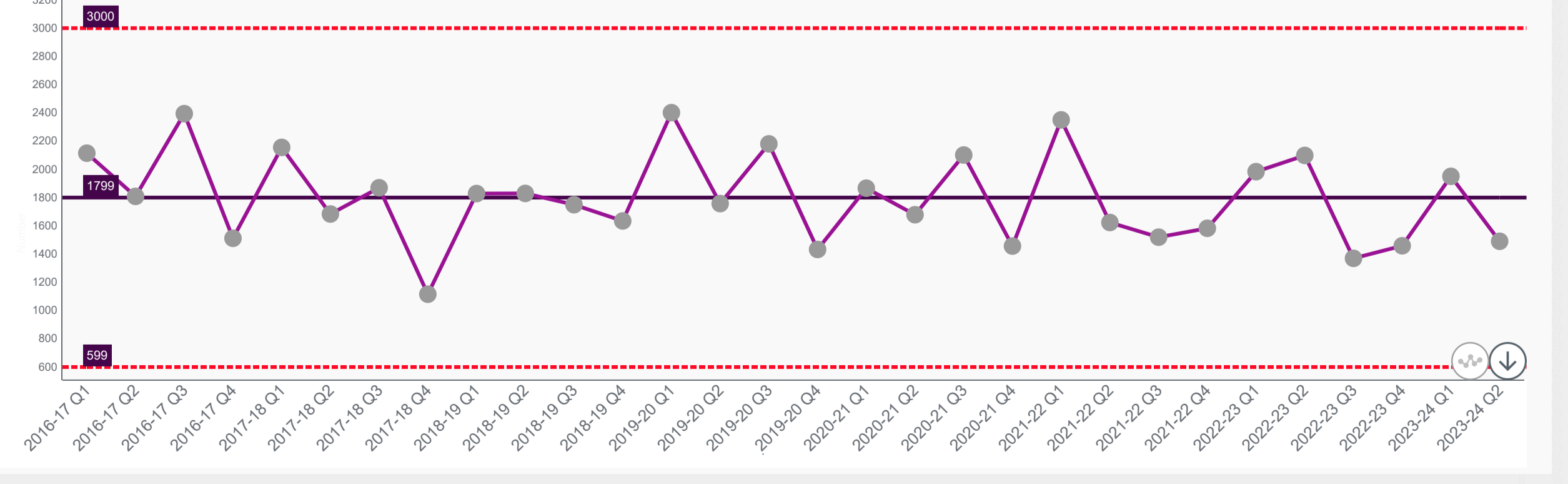
SUMMARY

No Performance Statement Available

Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection



Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

KPI 4 Fire Fatalities

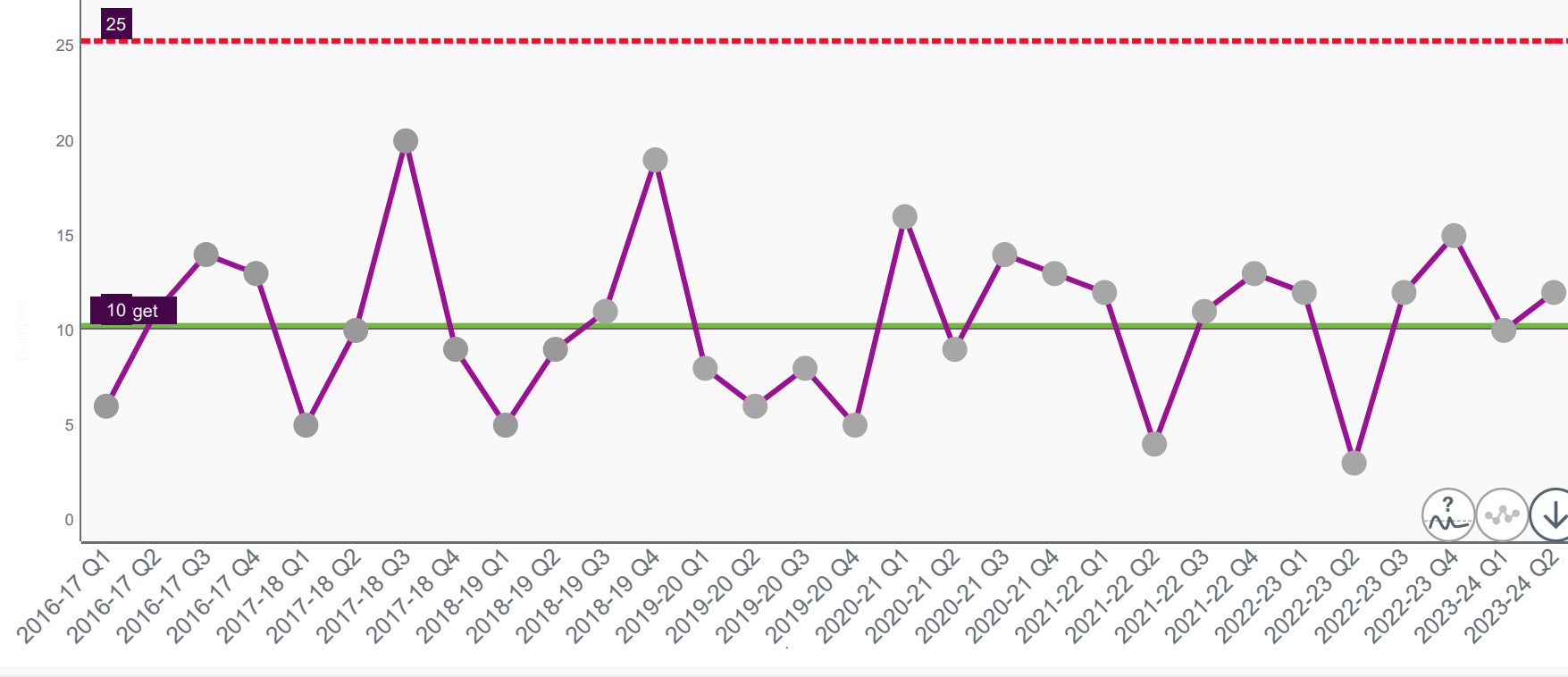
Reduce against previous year

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

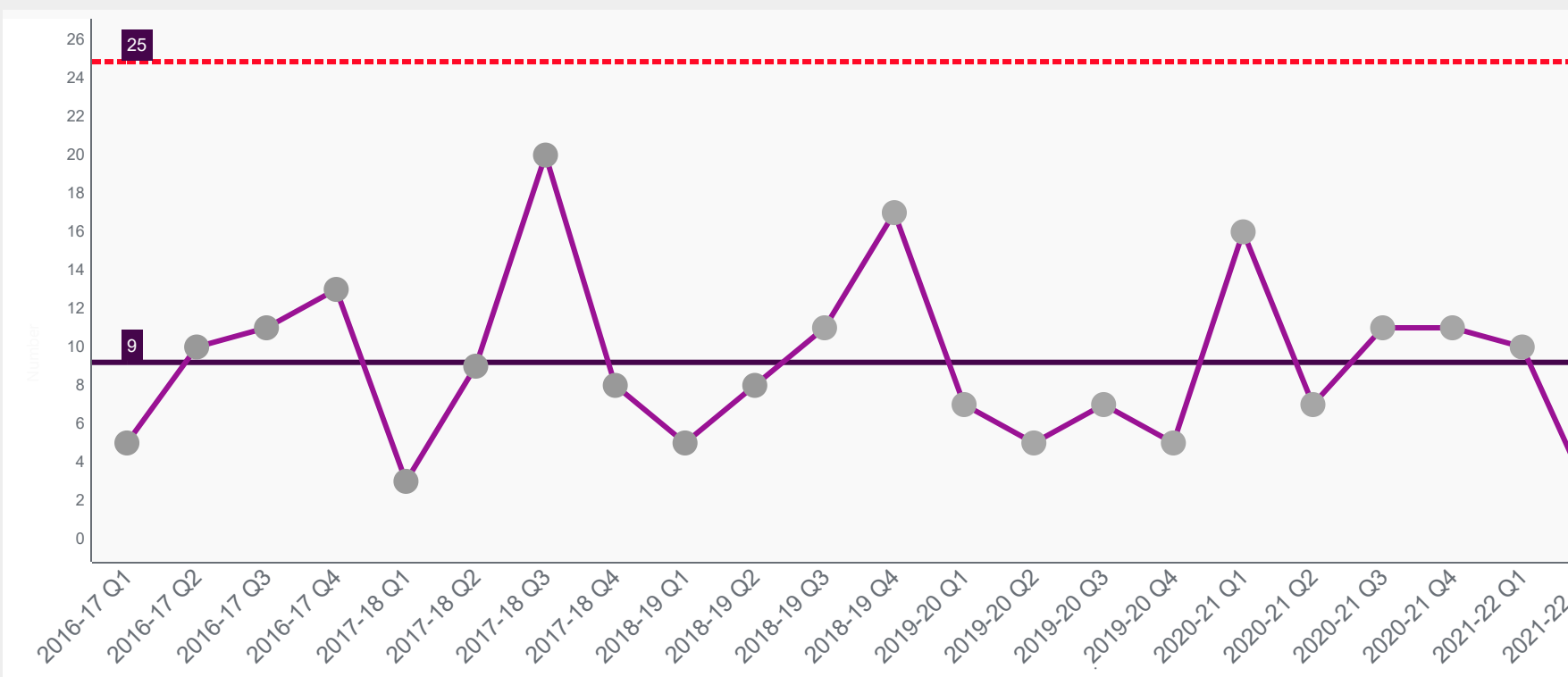
OWNER: Head of Service Delivery - East

SUMMARY

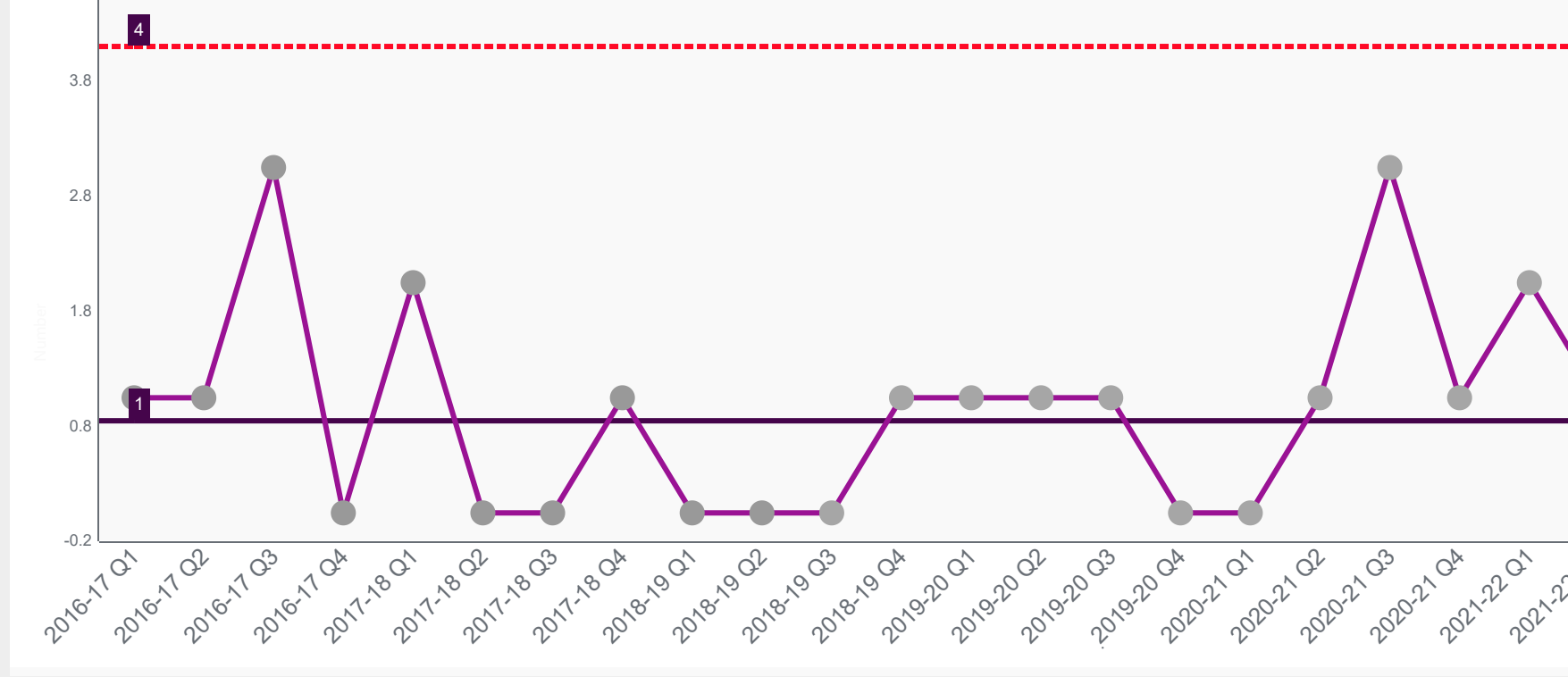
Improving performance here is challenging due to changing demographics and issues of deprivation. New campaigning focuses on supporting people to identify those most in need of SFRS support. Changes in Home Safety guidance and risk factors for receiving visits may improve these statistics in the long term.



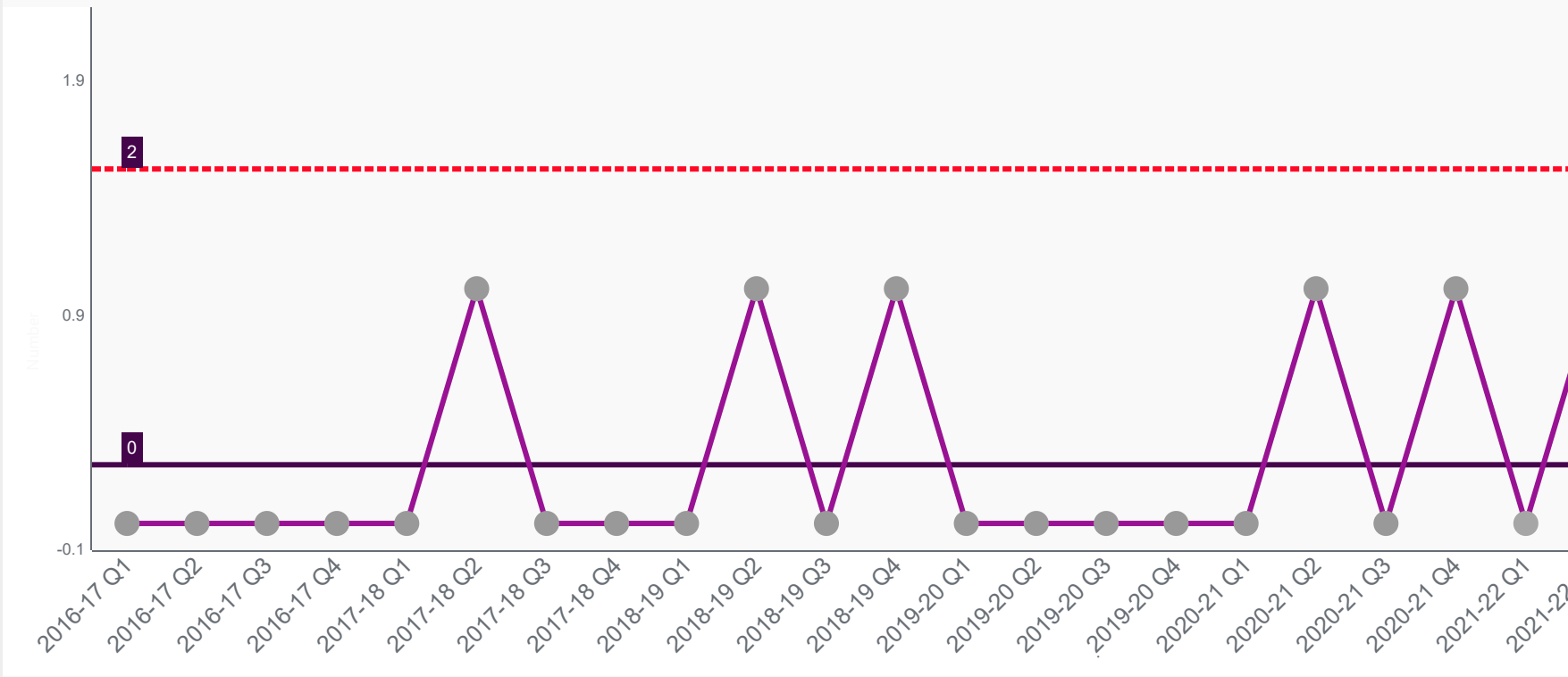
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities



KPI 5 Fire Casualties

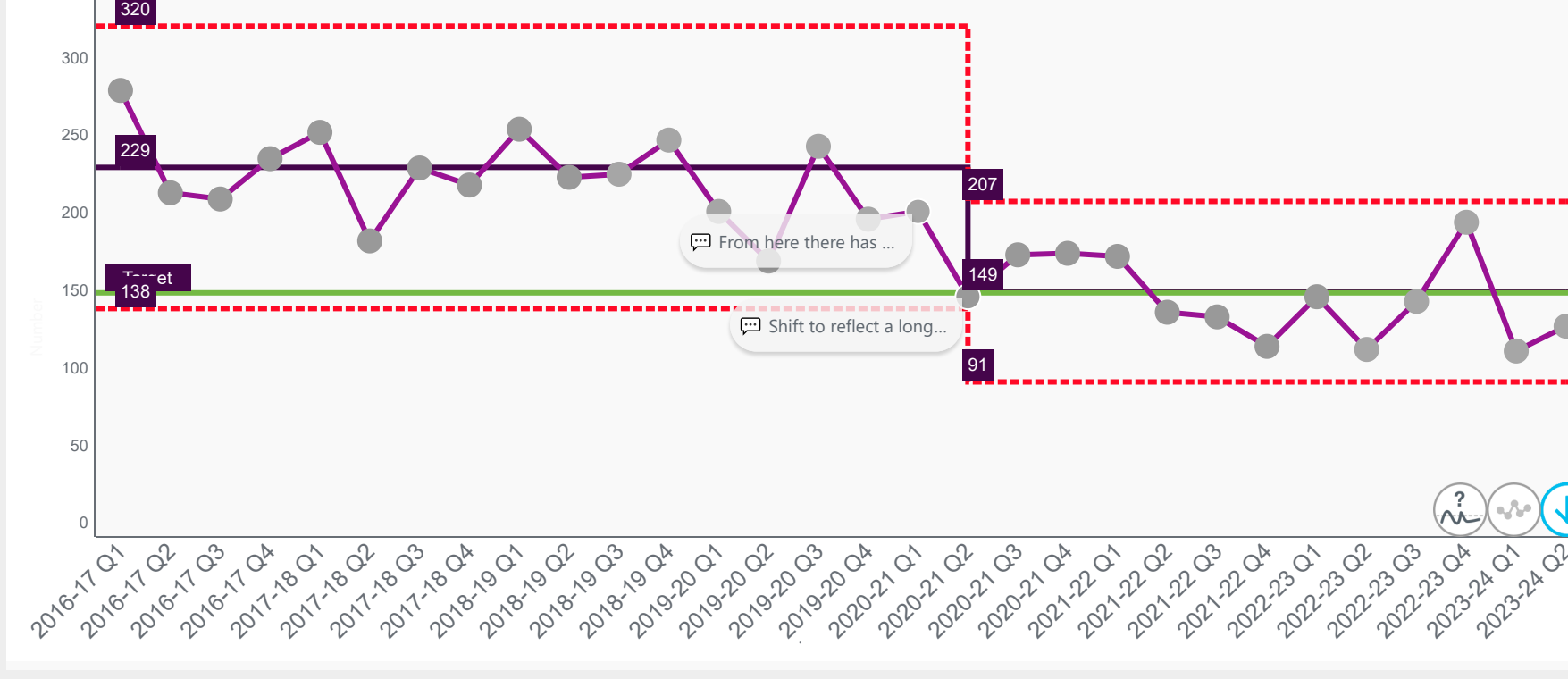
Reduce against previous year

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

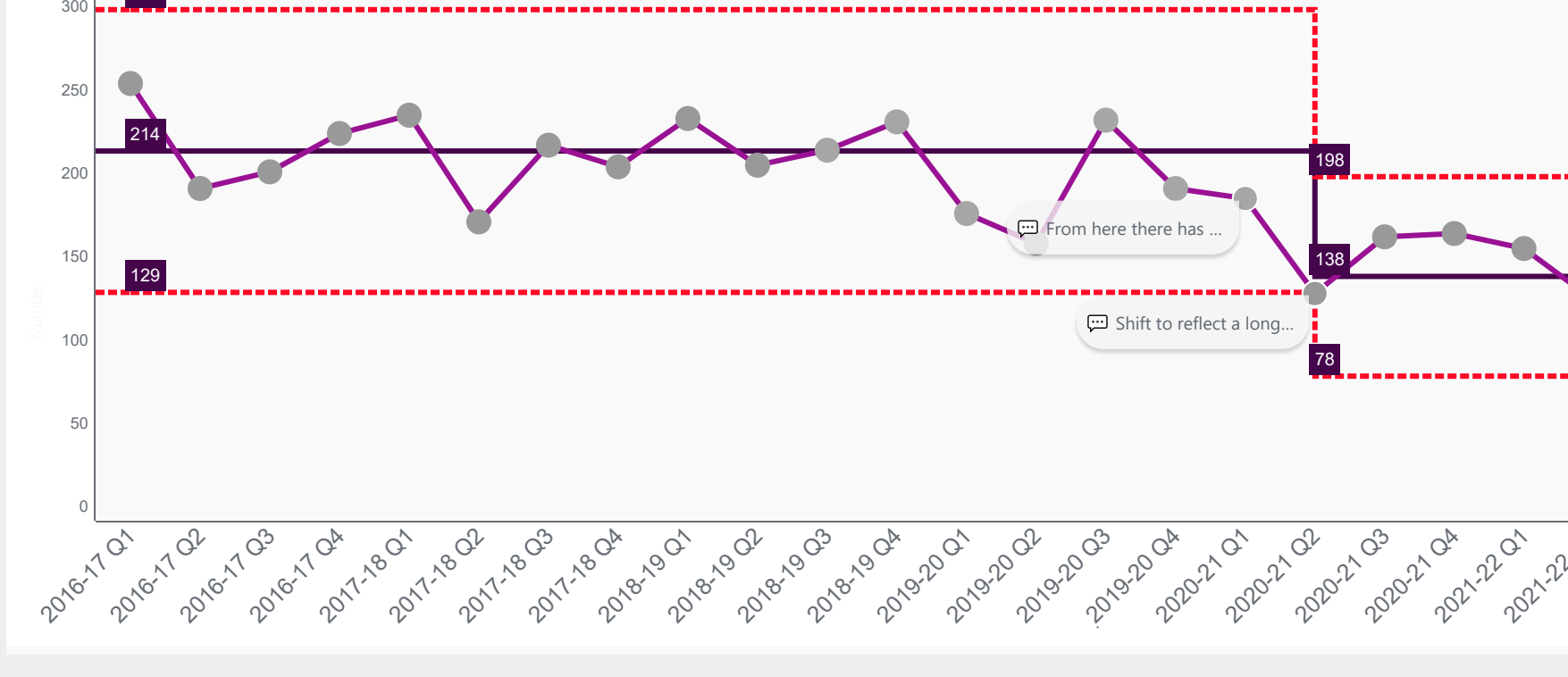
OWNER: Head of Service Delivery - East

SUMMARY

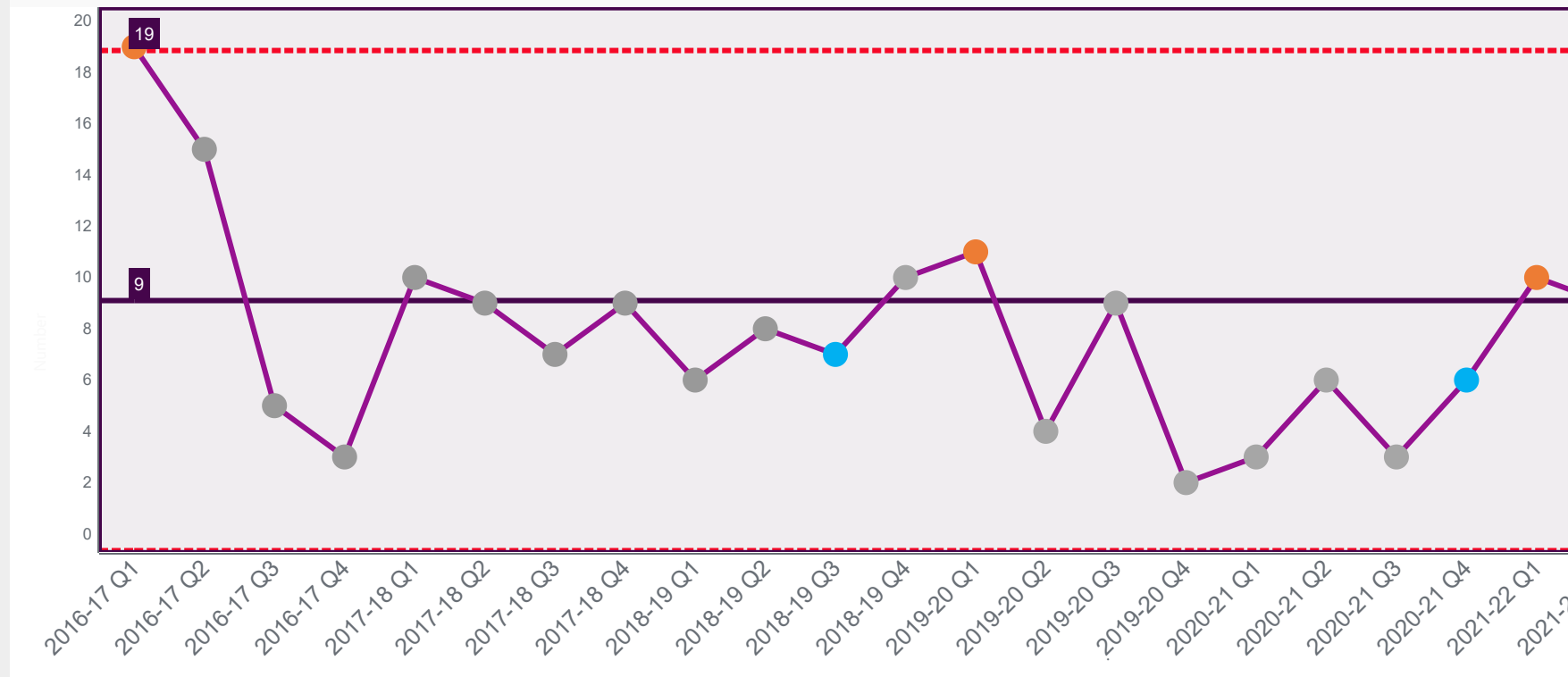
Long term improvement in performance demonstrates success in SFRS prevention and protection work.



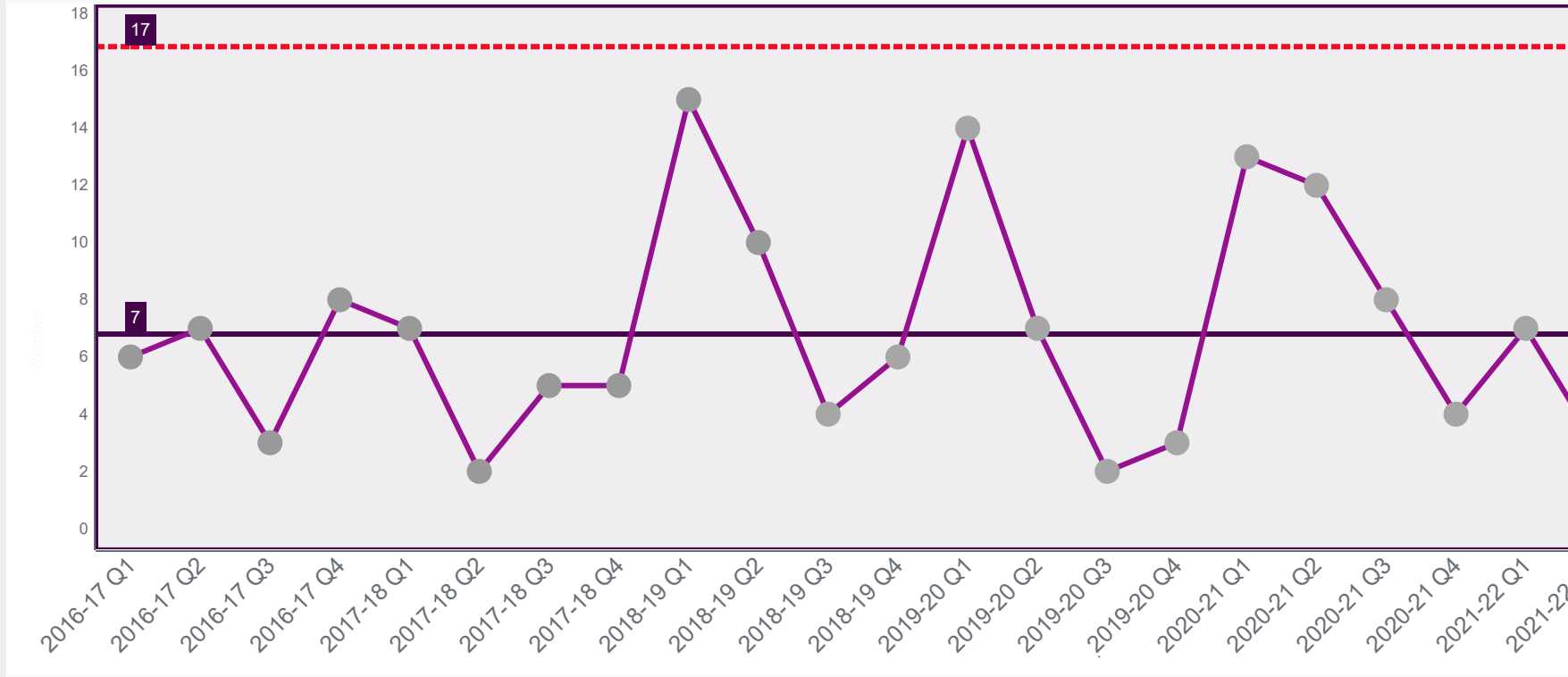
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.



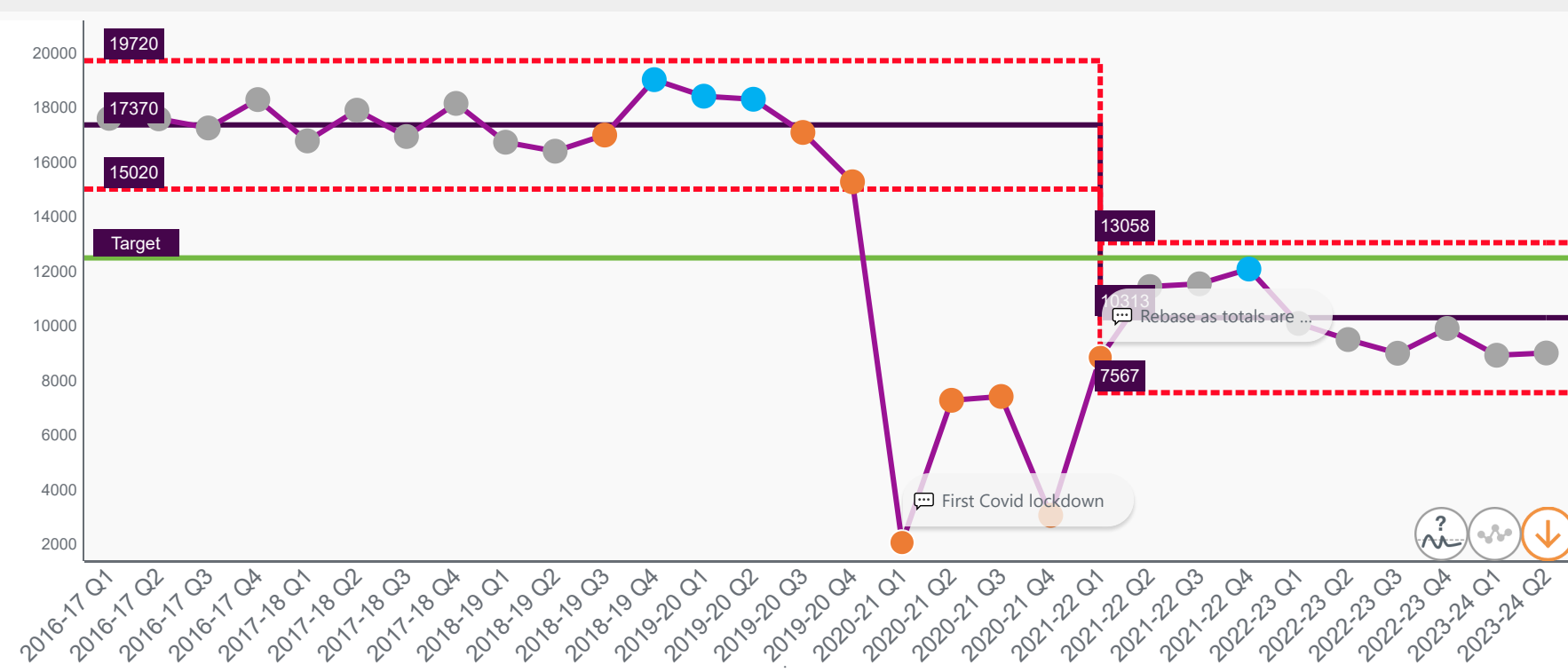
KPI 6 Number of Home Fire Safety Visits conducted

50,000 (annually)

PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

OWNER: Head of Prevention and Protection

SUMMARY: Improving performance sits with LSO areas and is a topic of discussion at SD management meetings. The CSE team are working to improve HFSVs through a planned programme of work which progresses next year.



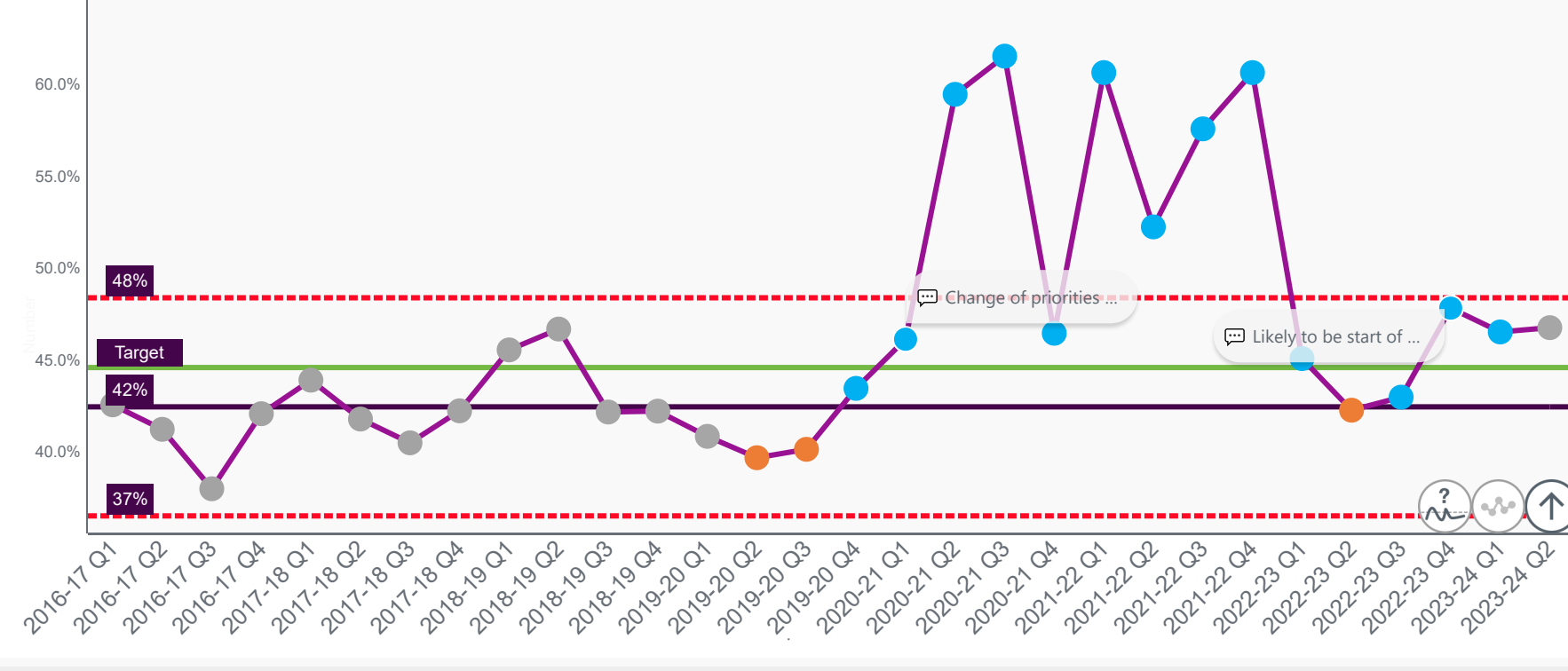
KPI 7 % of Home Fire Safety Visits conducted for vulnerable groups

Increase against previous year

PURPOSE: The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method used to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.

OWNER: Head of Prevention and Protection

SUMMARY: High risk visits are always going to be the priority for Service Delivery, and changes over the last 2 years have resulted in a higher proportion of visits to these premises. This is being monitored as part of ongoing work for HFSVs.



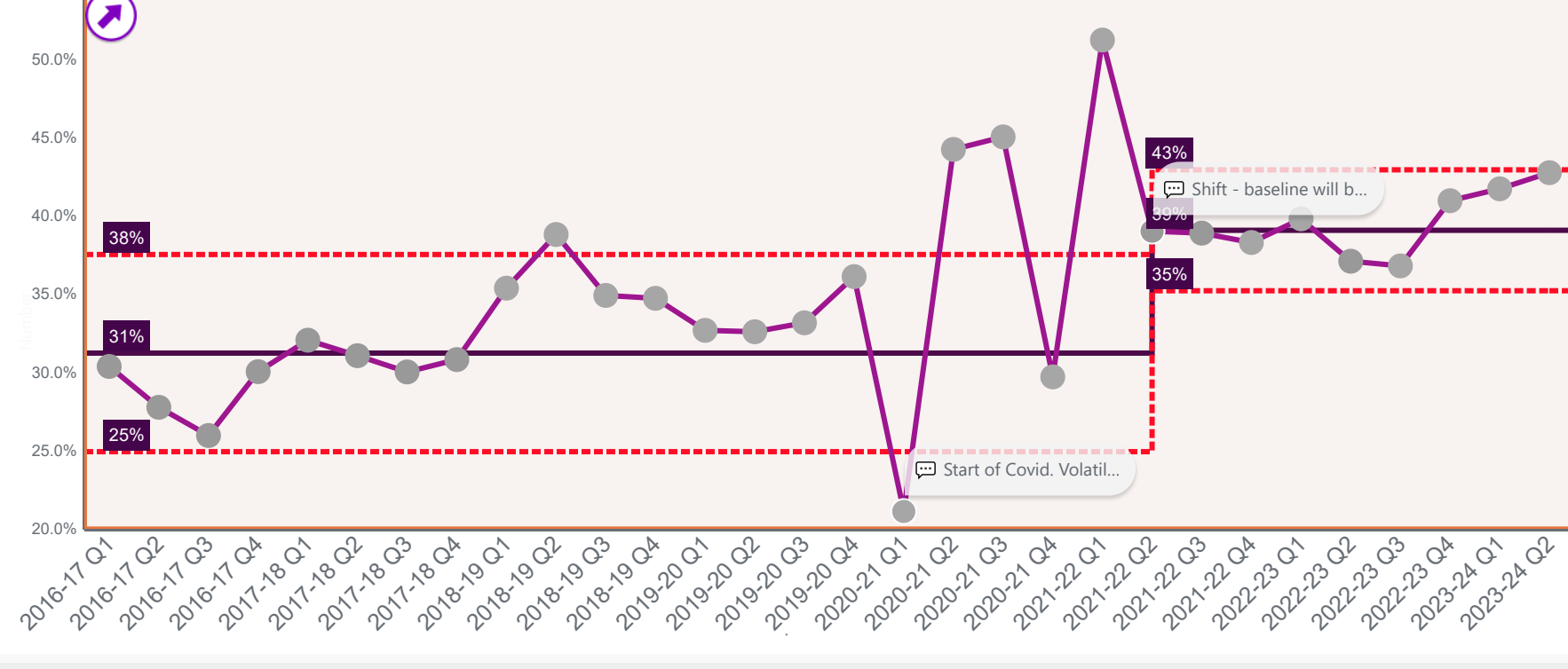
KPI 8 % Home Fire Safety Visits from partner referrals

Track (2023/24 tracking is required to set a baseline)

PURPOSE: The KPI demonstrates the organisations commitment to providing advice, information to members of the community in their homes and how to escape should a fire occur. Conducting HFSVs is one method use to provide advice etc in order to meet the Fire Scotland Act 2005 legislative requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.

OWNER: Head of Prevention and Protection

SUMMARY: Crews and Community Action Teams are being more proactive through partnership working in trying to reach the most vulnerable. Reductions in self referrals are providing capacity to focus on this area of prevention work.



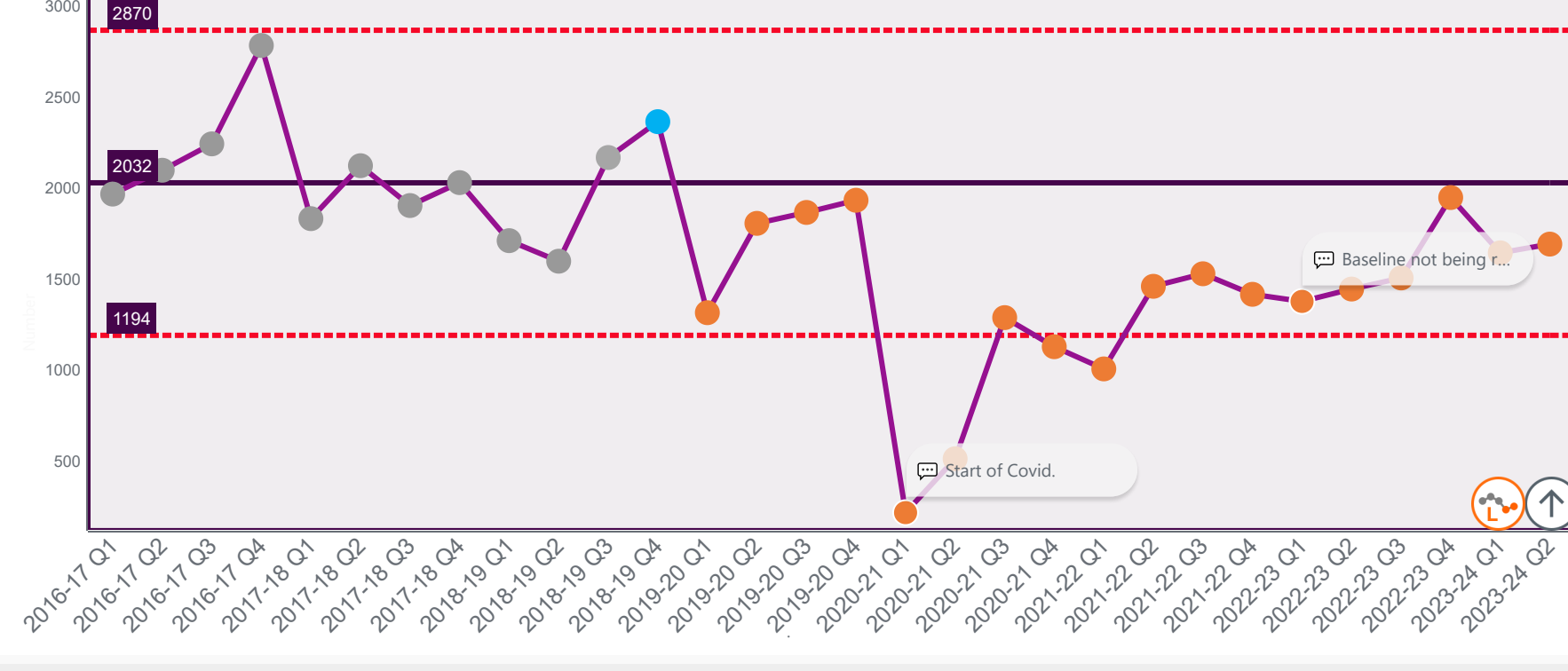
KPI 9 Audits Completed

100% of premises identified within the Local Enforcement Delivery Plans (LEDP)

PURPOSE: The KPI measures the number of audits undertaken within the service during the period against the number identified by LSO area at the commencement of a year. The LEDPs are the responsibility of the LSO and area to complete which will identify the premises that require auditing for that year in accordance with the perceived risk. Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service.

OWNER: Head of Prevention and Protection

SUMMARY: New auditing officers are progressing through their fire safety enforcement modules as they develop in role, to become competent. This increases the number of staff who can undertake audits and improves performance. Further training courses are planned for future years.



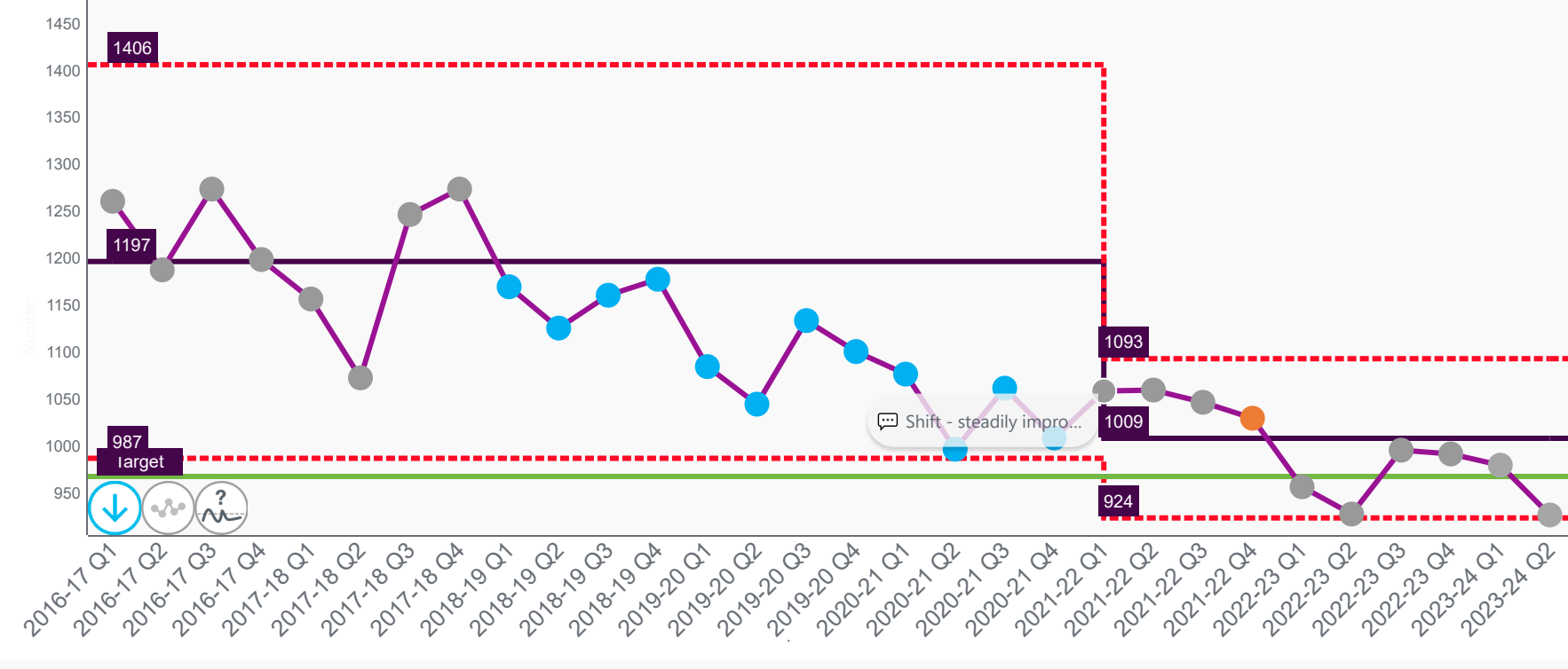
KPI 10 Total number of accidental dwelling fires

Reduce against previous year

PURPOSE: SFRS has committed to preventing problems from arising by engaging with partners and communities to reduce risk and encourage positive behavioural change within homes

OWNER: Head of Service Delivery - East

SUMMARY: Significant drop in figures highlights that initiatives such as fitting safety equipment and partnership working are improving safety culture in homes



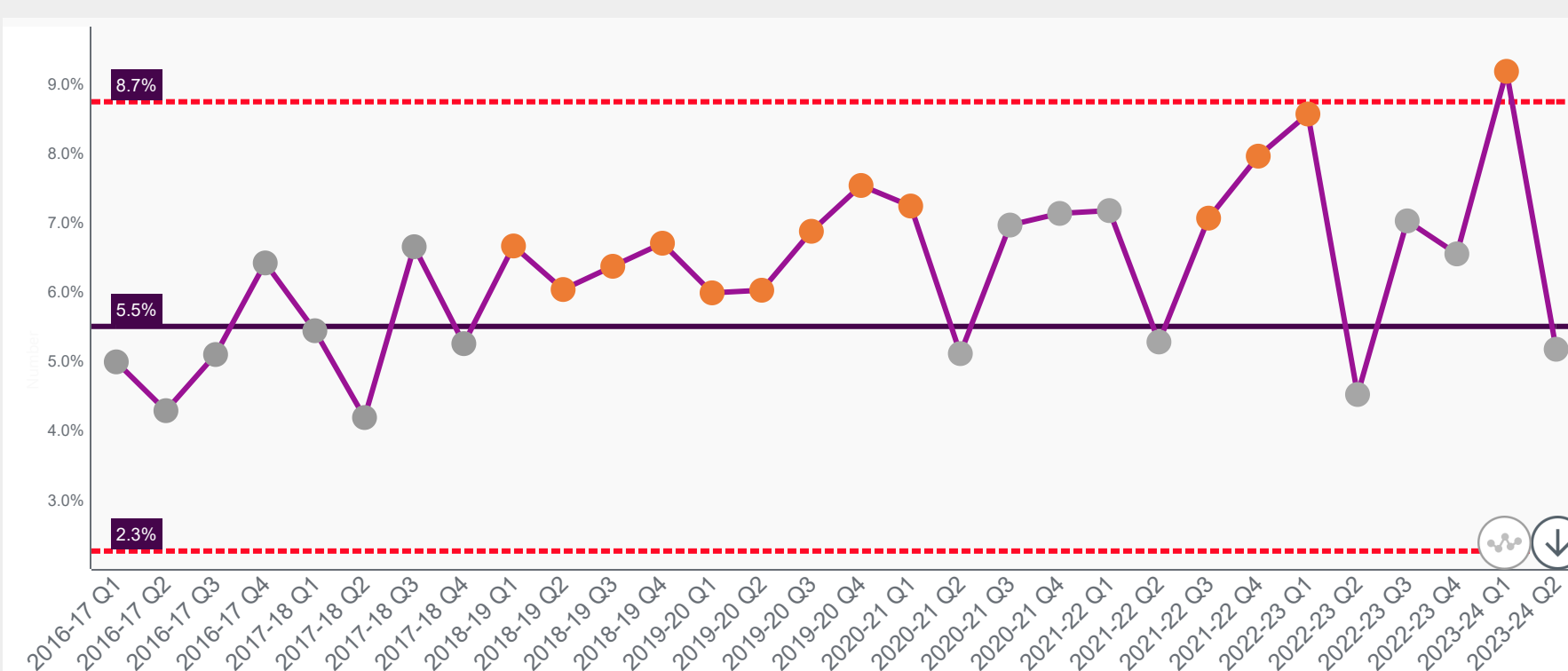
KPI 11 % of accidental dwelling fires classed as High Severity

Reduce against previous year

PURPOSE: SFRS has committed to preventing problems from arising by engaging with partners and communities to reduce risk and encourage positive behavioural change within homes

OWNER: Head of Service Delivery - East

SUMMARY: High severity ADFs are largely unchanged while low and medium severity have reduced.



Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
12	Number of incidents attended	SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.	National	Quarterly	Track	Service Delivery Areas
13	Number of non-refuse secondary fires	SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	National	Quarterly	Reduce against previous year	Service Delivery Areas
14	Response times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	SDA	Quarterly	Reduce against previous year	Service Delivery Areas
15	Call Handling Times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	National	Quarterly	Reduce against previous year	Service Delivery Areas



Response

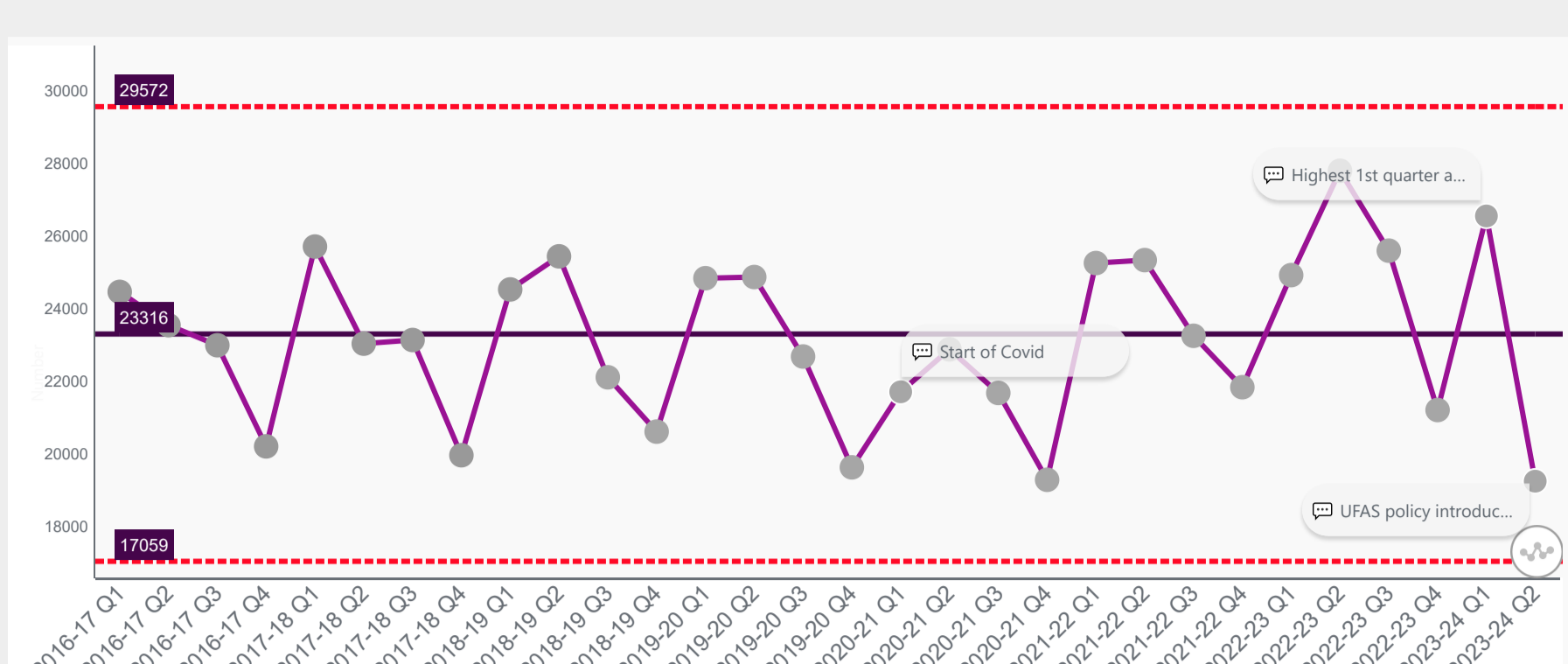
Communities are safer and more resilient as we respond effectively to changing risks.



KPI 12 Total Incidents Track

PURPOSE: SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.

OWNER: Head of Service Delivery - East



SUMMARY

The implementation of the UFAS policy has made a substantial difference in activity levels.

KPI 13 Non-refuse Secondary Fires Reduce against previous year

PURPOSE: SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety

OWNER: Head of Service Delivery - East



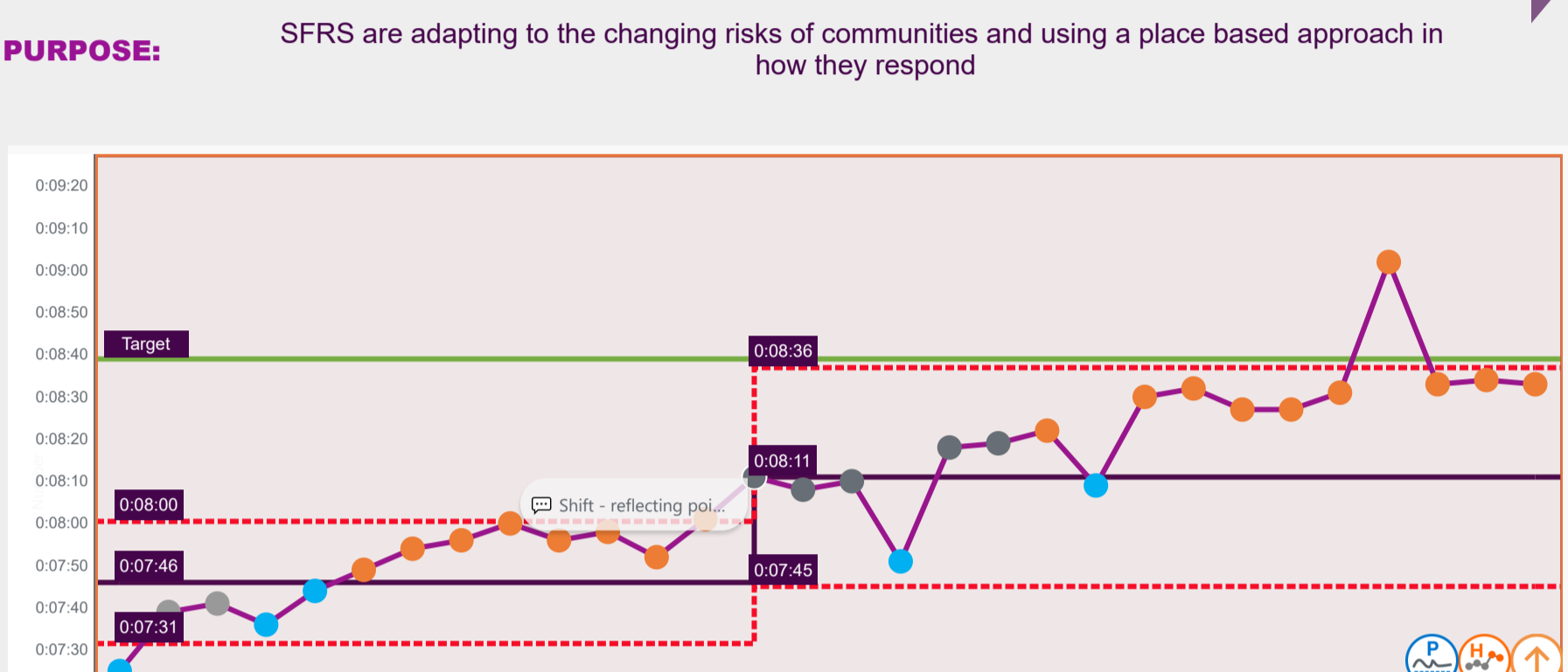
SUMMARY

The SFRS wildfire strategy aims to reduce outdoor fires focusing on a multi-agency approach and clear messaging for the public.

KPI 14 Median Response Time to Life Risk Incidents - National Reduce against previous year

PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they respond

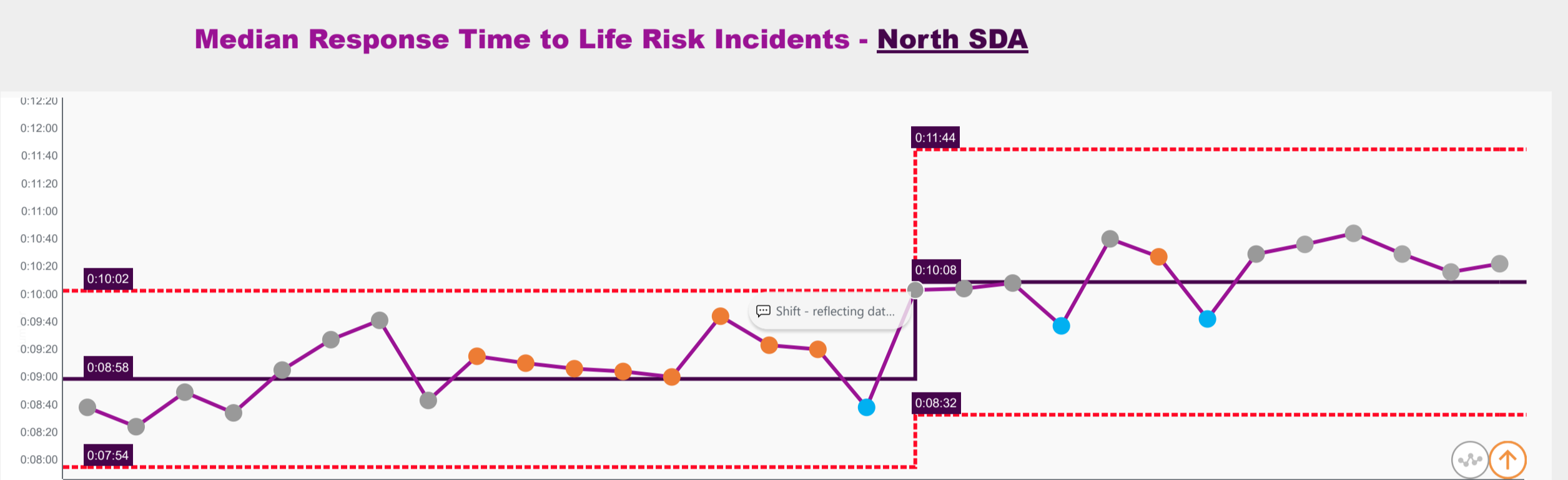
OWNER: Head of Service Delivery - East



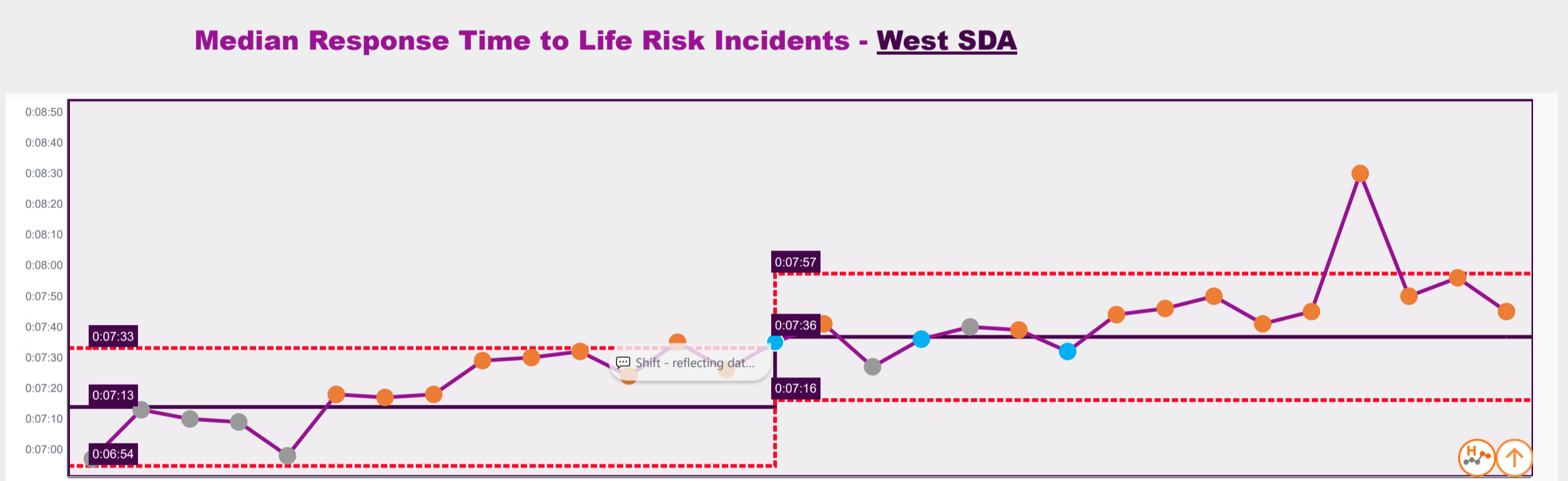
SUMMARY

Deliberate changes in SFRS footprint and resource planning may improve this in the long term.

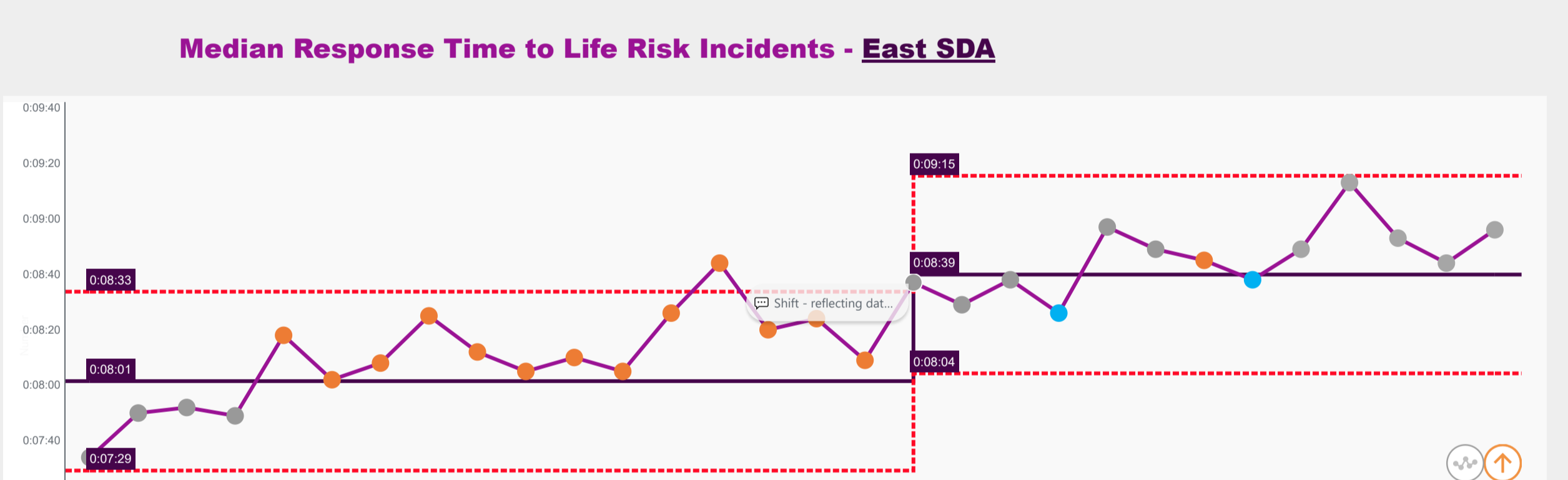
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



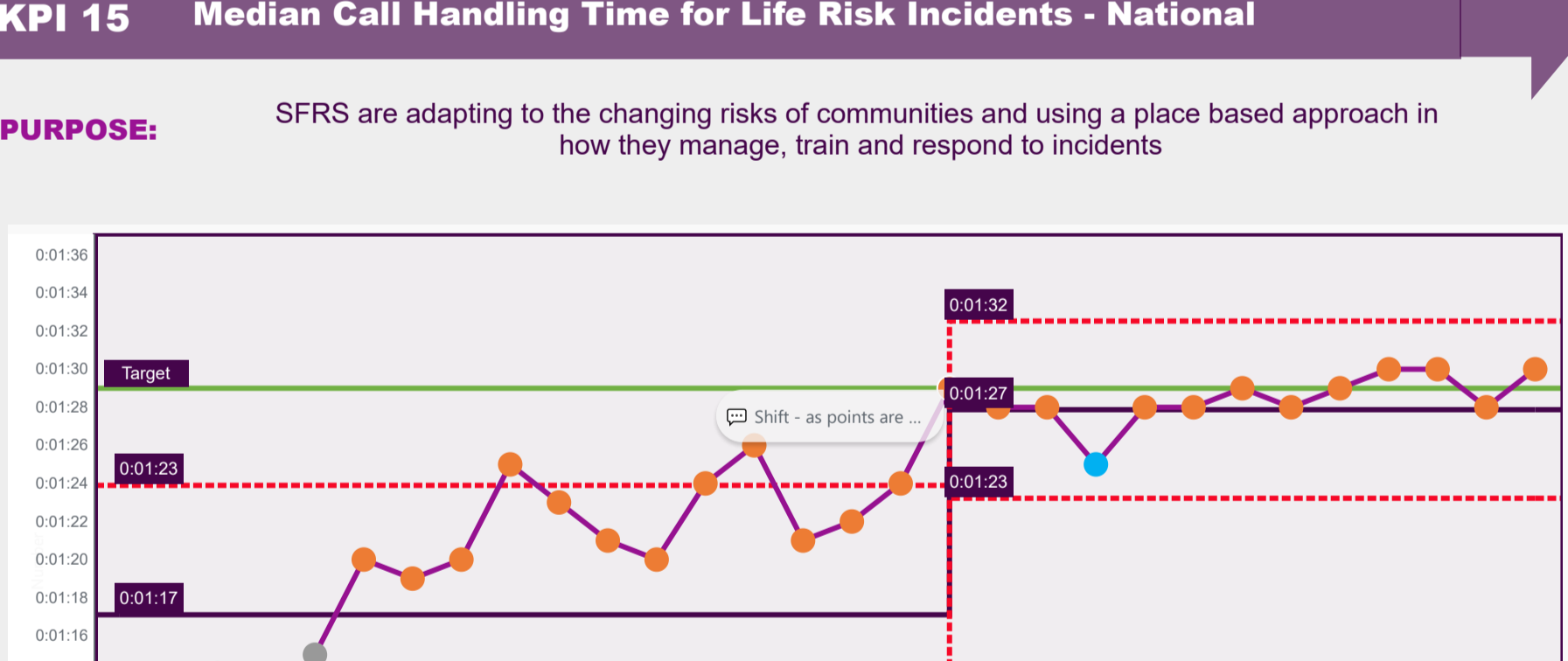
Median Response Time to Life Risk Incidents - East SDA



KPI 15 Median Call Handling Time for Life Risk Incidents - National Reduce against previous year

PURPOSE: SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents

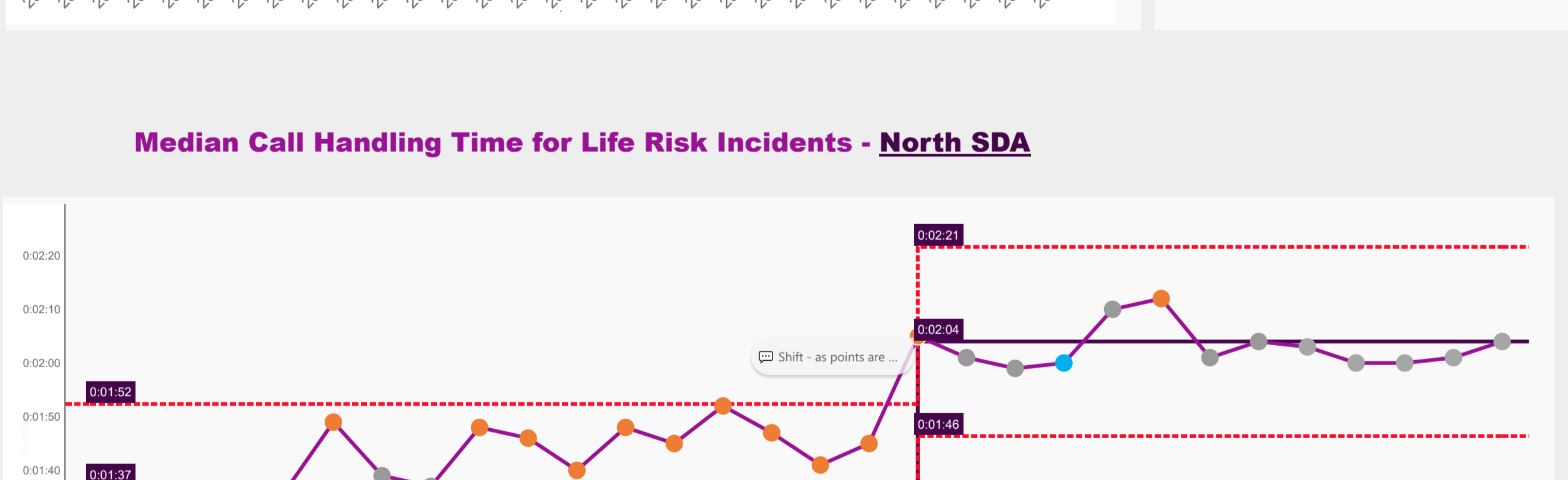
OWNER: Head of Service Delivery - East



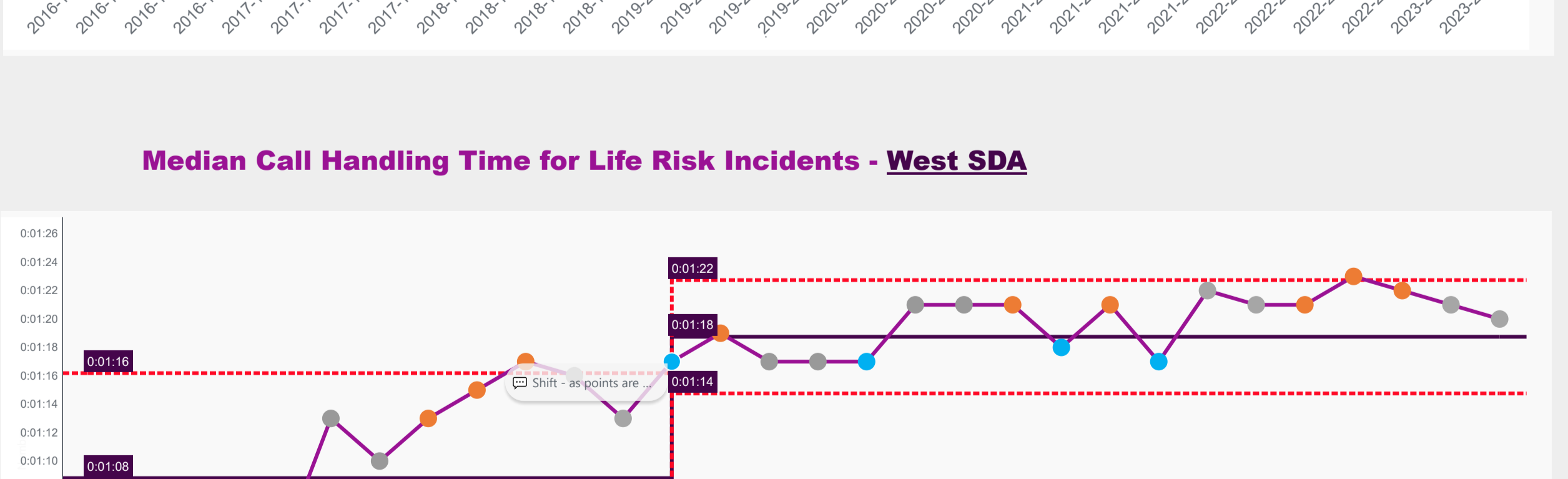
SUMMARY

The quarterly increases in call handling times have largely stopped.

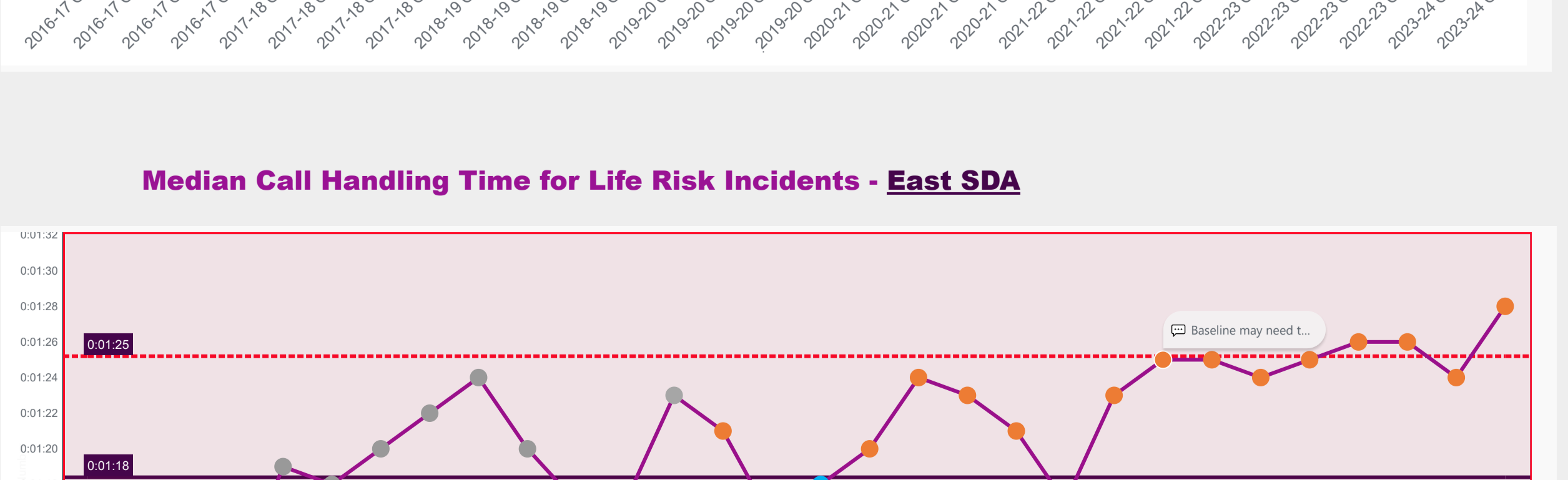
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response

Communities are safer and more resilient as we respond effectively to changing risks.

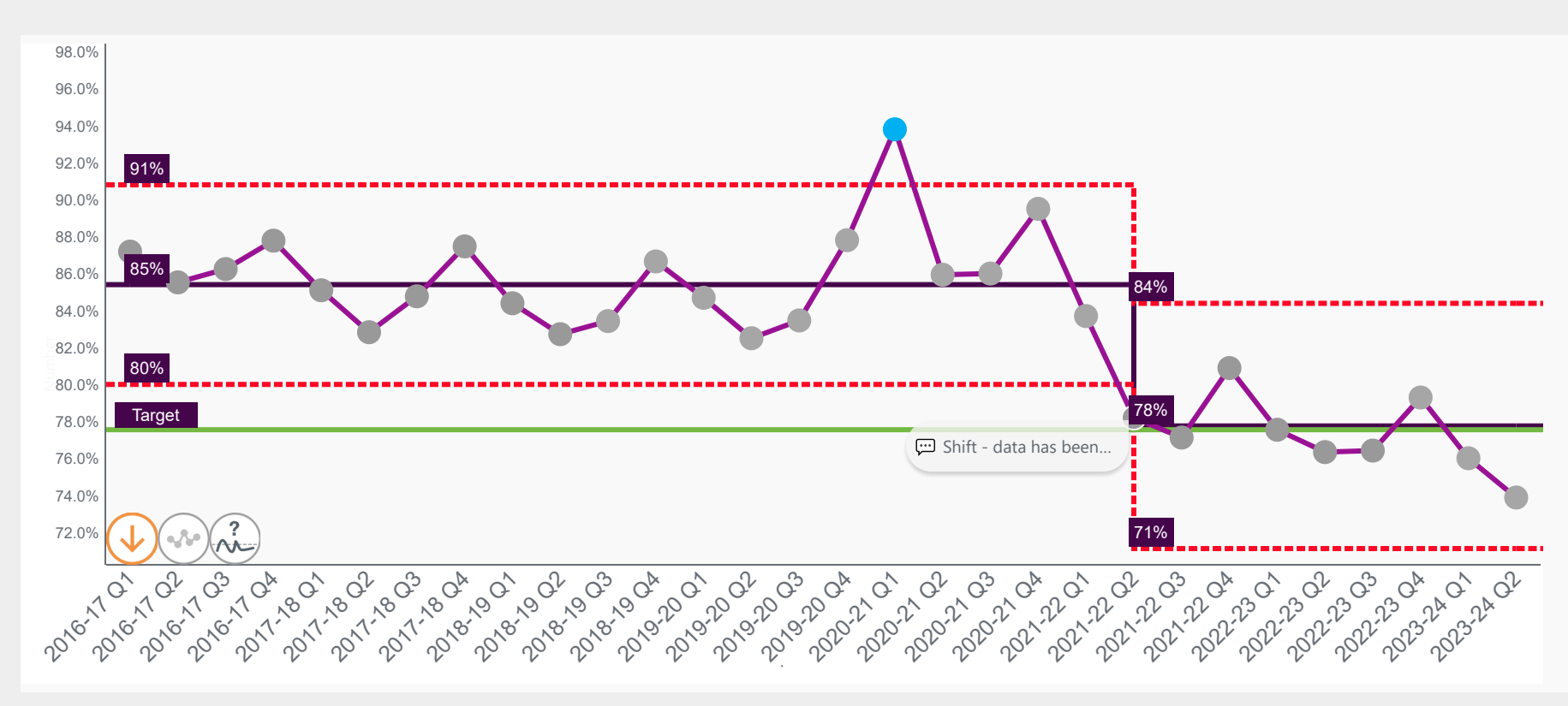


KPI 16 On-Call 1st Appliance Availability

Increase against previous year

PURPOSE: Percentage of time On Call fire appliances (stations) are available to respond to operational incidents.

OWNER: Head of Operations - Service Delivery



SUMMARY

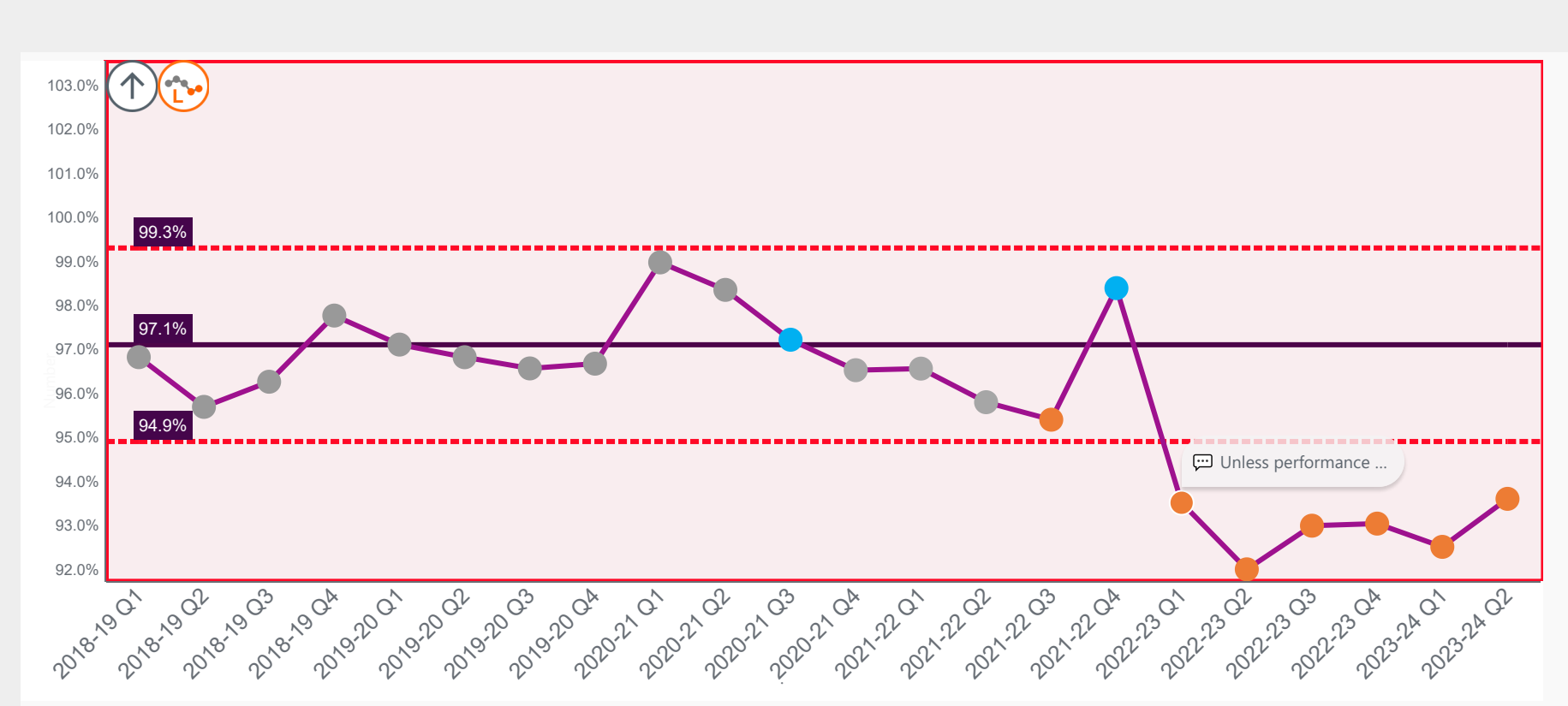
There is currently an On Call Strategic Co-ordination Group being established led by DACO Wright to progress the recent recommendations and pilots of the On Call Improvement Programme. The local challenges and monitoring of performance are captured within LSOs monthly continuous improvement forums.

KPI 17 Wholtime Availability

% compliance against confidence levels

PURPOSE: Percentage of time wholtime fire appliances are available (on the run) this data comprises both dayshift availability and nightshift availability.

OWNER: Head of Operations - Service Delivery



SUMMARY

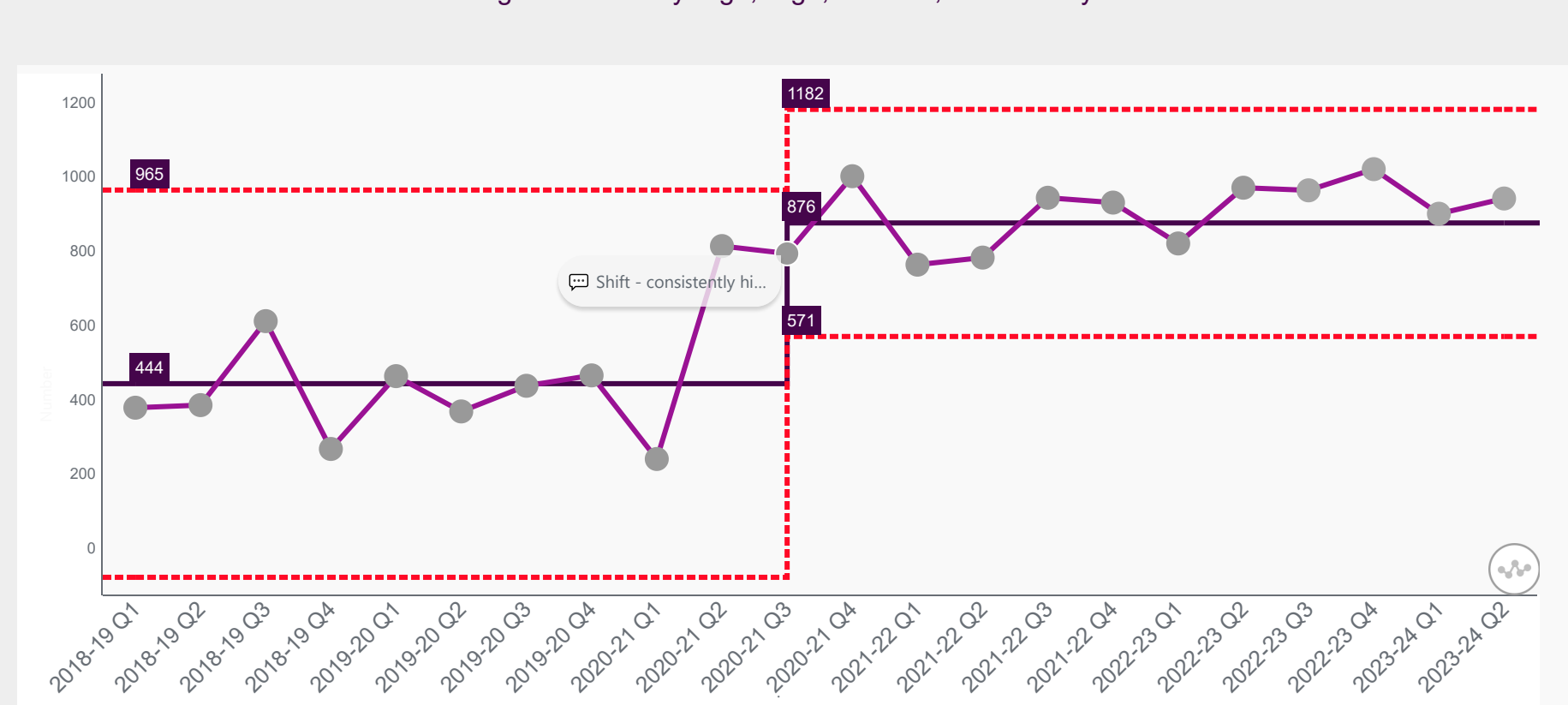
Strategic Service Review Programme provides overall medium term measures to reduce the impact, short term measures include daily endeavours by Central Staffing team; in addition, led by the SFRS People directorate, a reinvigoration of learning from Staffing Solutions Team (SST) work commenced Sep 23

KPI 18 Operational Intelligence Inspections

Track

PURPOSE: The number of fully completed OI inspections carried out. Premises that require OI inspections are categorised as Very High, High, Medium, Low or Very Low risk level.

OWNER: Head of Operations - Service Delivery



SUMMARY

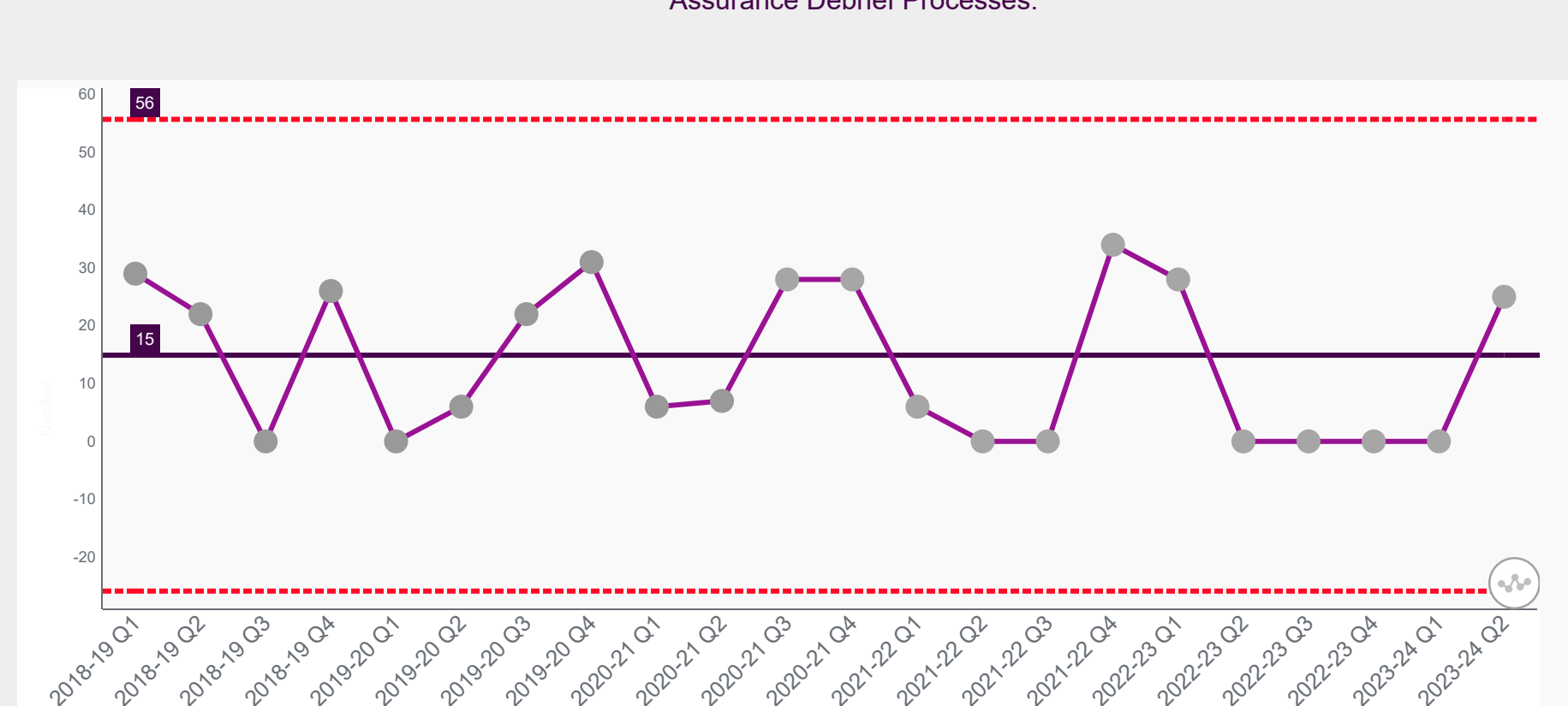
OI inspections have risen considerably post Covid and we are content that these remain on track with no concerns over output.

KPI 19 Ops Assurance Audit Actions

Track

PURPOSE: This KPI demonstrates the number of Significant recommendations identified through Operational Assurance Debrief Processes.

OWNER: Head of Safety and Assurance



SUMMARY

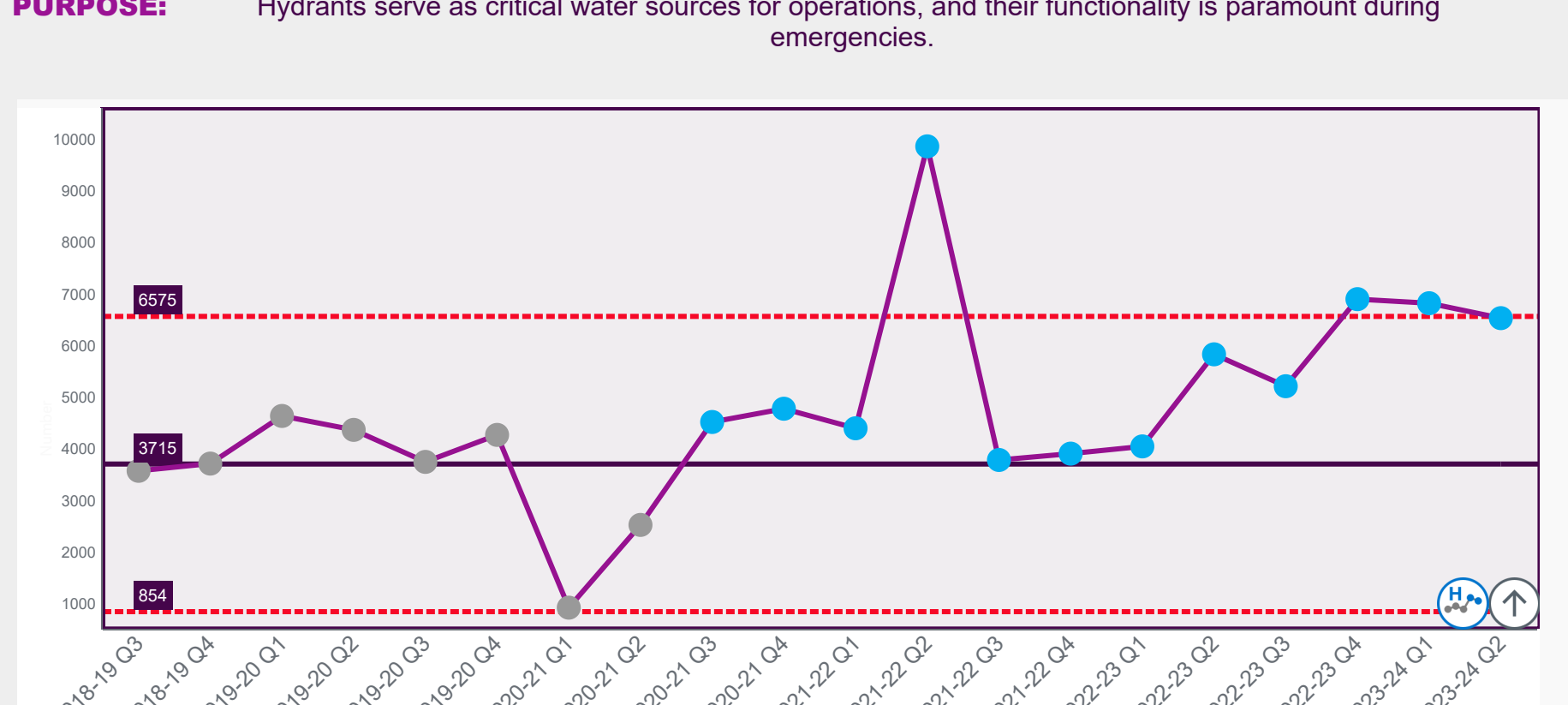
The 25 actions identified from 2 significant Operational Incidents now transfer to the Organisational Learning Group (OLG) to progress. This group allows action owners to provide updates to their actions with proposed timescales for completion.

KPI 20 Hydrant Inspections

Track

PURPOSE: Hydrant inspections have a role in ensuring public safety and effective emergency response. Hydrants serve as critical water sources for operations, and their functionality is paramount during emergencies.

OWNER: Head of Operations - Service Delivery



SUMMARY

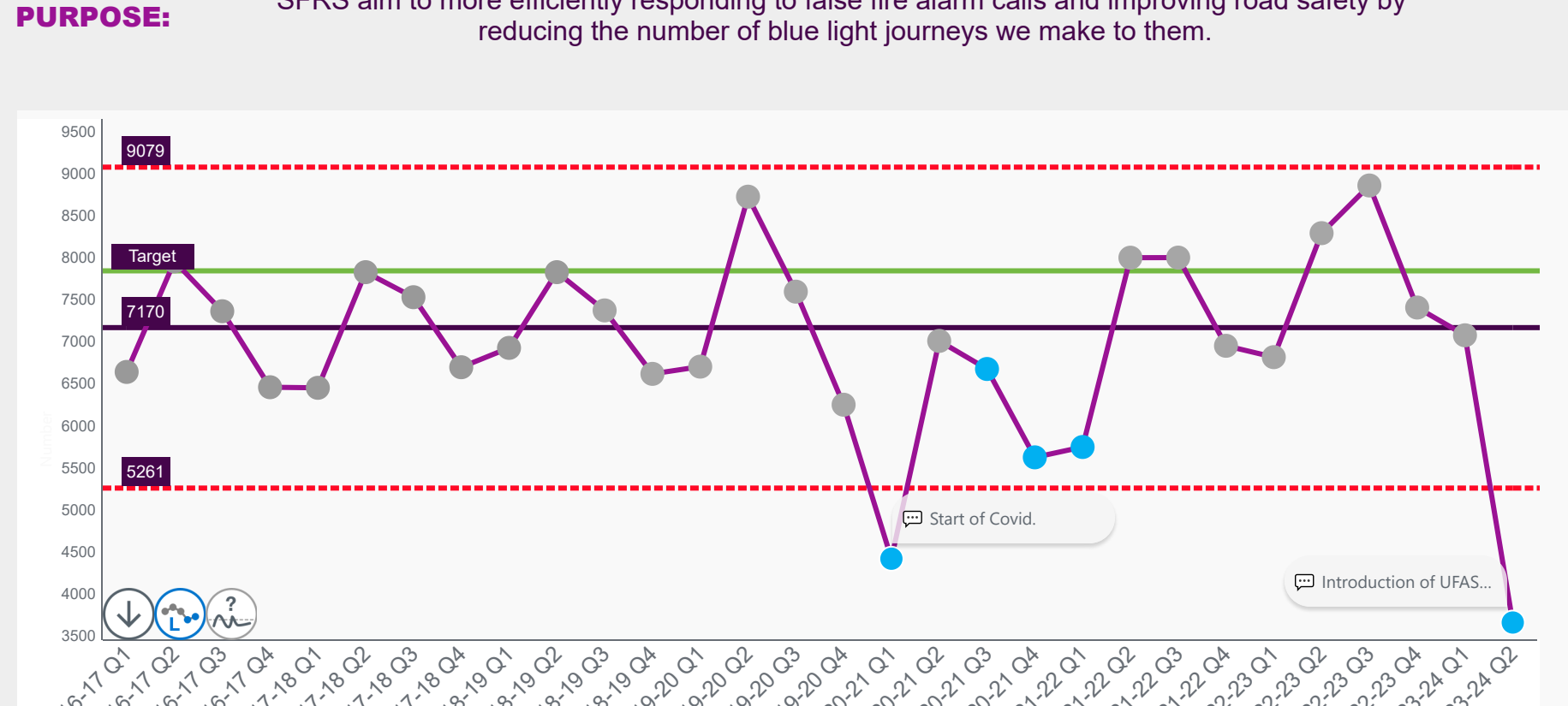
Hydrant inspection figures have exceeded previous performance levels for the third quarter in a row and will remain high for next quarter, these figures relate to Hydrant Operatives only and do not reflect work within Wholtime station areas.

KPI 21 Unwanted Fire Alarm Signal Incidents

Reduce against previous year

PURPOSE: SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.

OWNER: Head of Service Delivery - East



SUMMARY

Q2 showed a 54% reduction (based on 5yrs of Q2 data), which demonstrates the success of the UFAS project in improving on performance.

Response



Communities are safer and more resilient as we respond effectively to changing risks.

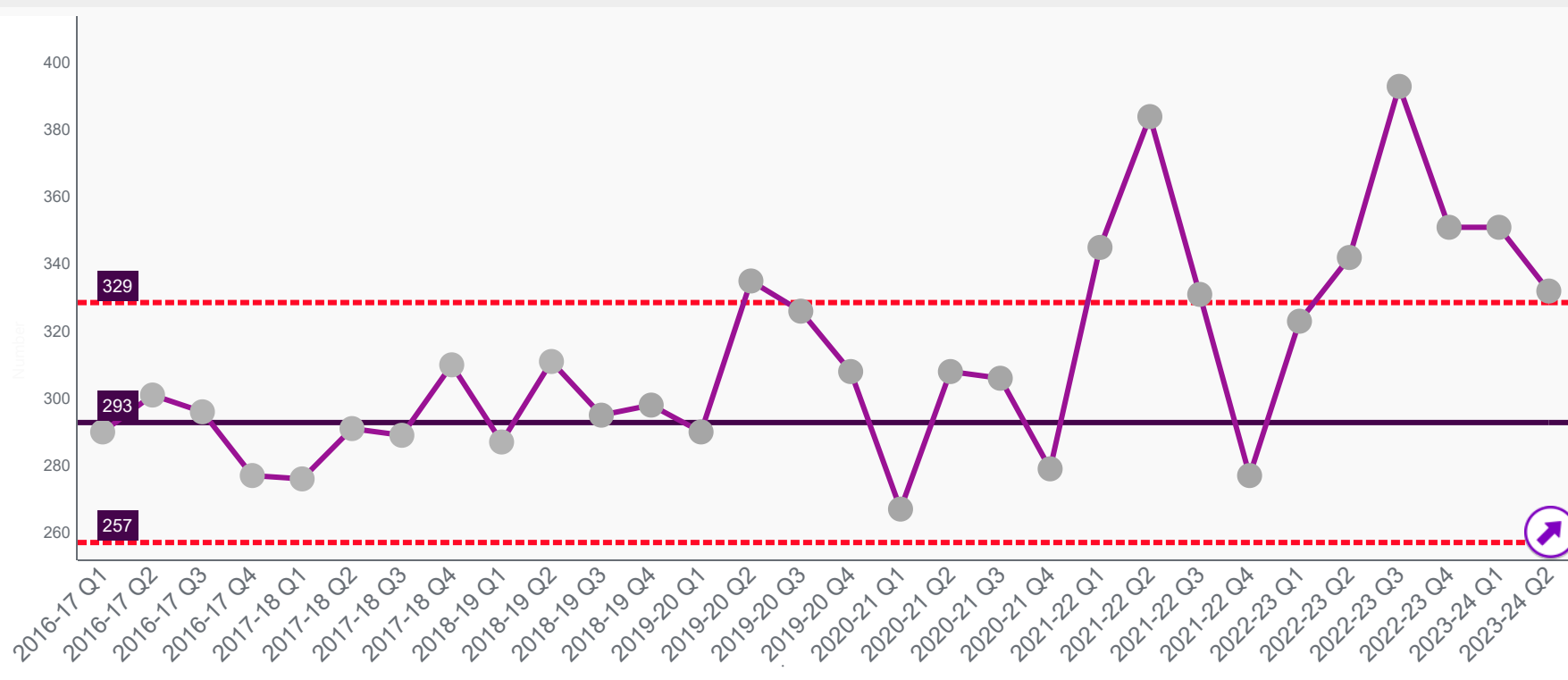
KPI 30 Assist Other Agencies Incidents



Track

PURPOSE: SFRS are committed to training with partners to improve community safety and effectively manage incidents.

OWNER: Head of Service Delivery - East



SUMMARY

Figures have been increasing and this shows SFRS have adapted with new equipment and training.

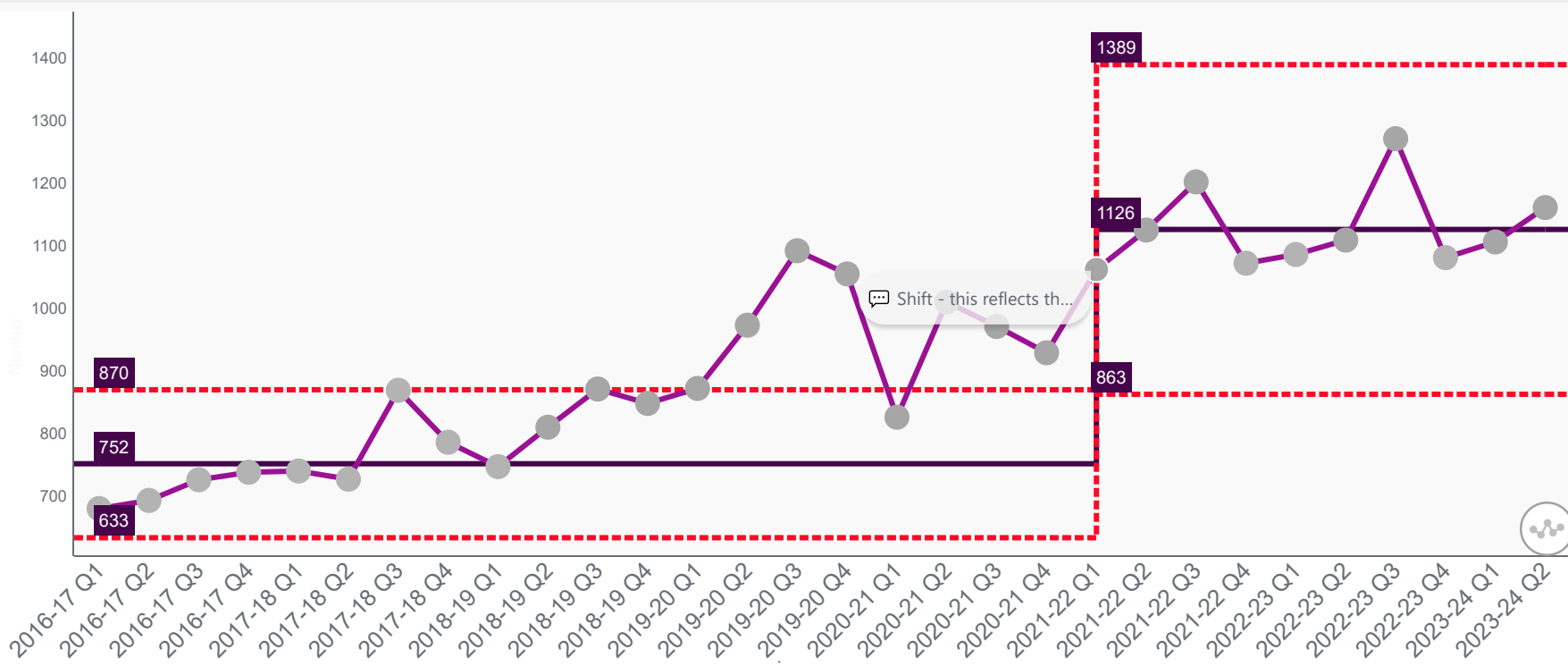
KPI 31 Effect Entry/Exit Incidents



Track

PURPOSE: SFRS aims to ensure we are focused on effective and appropriate response to the changing risks within our communities

OWNER: Head of Service Delivery - East



SUMMARY

Post covid has seen an increase in concerns for health & wellbeing of individuals and requests from partner agencies to provide assistance.

Full guidance can be found on the [Power BI Users Yammer Community](#), along with details of available support.

How to navigate your way around this report:

You can use the navigational buttons on the left-hand/top of each page to return to the home page, go to the next page, return to the previous page, go to the Help page, or go to the About page.

How to interact with the report:

Power BI reports and dashboards are very interactive; this means you'll be able to interrogate the data yourself to look into certain periods or areas.

- Look out for the hint buttons on pages, which tell you how you can interact with the dashboard:



- You can view the details of data that make up a visualisation by **hovering over a chart/visual** (e.g. a point on a map or bar/line on a chart).
- You can change how a visual looks by sorting it, for example by numeric values or text data. To sort a visual, first select it and then click on the **More actions (...)** button on the visual, which will bring up the sorting options. Power BI reports retain the filters, slicers, sorting, and other data view changes that you make.
- You can use the filters on the report page to target specific areas or time periods etc. To select more than one option in a filter (for example more than 1 business area), **press and hold the Ctrl button on your keyboard** whilst you click on the filter selections.

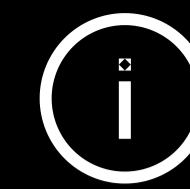
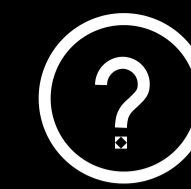
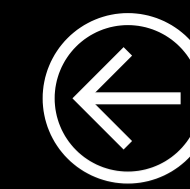
Interpreting statistics and trends:

For help with interpreting the statistics within this report, identifying potential trends, or to gain a deeper understanding of what the data means, please contact the Business Intelligence Team.

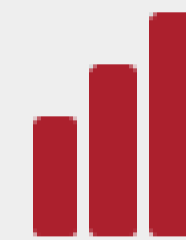
Usage:

This report uses **LIVE MANAGEMENT INFORMATION**. Only specific users can access the report, and you must not take screen shots of any of the pages.

For further help, please contact the Business Intelligence Team - bi@firescotland.gov.uk



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SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/32-23

Agenda Item: 9.2

Report to:		SERVICE DELIVERY COMMITTEE						
Meeting Date:		28 NOVEMBER 2023						
Report Title:		UNWANTED FIRE ALARM SIGNALS (UFAS) PREPARING FOR IMPLEMENTATION WORK GROUP						
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</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 Automatic Fire Alarm (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 was aligned to other SFRS change programmes. The 1 July was the agreed revised date for implementation.						
2.2		A phased approach to Unwanted Fire Alarm Signals (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 • Alarm Receiving Centres (ARC) Operating Agreements 						
3.2		Most work streams that are aligned to our workplan are now complete, with the exception of setting up operating agreements with ARCs. This action was not achievable due to the ARC sector being very hard to engage with. In terms of reaching out to ARC sector, it appeared						

	to the working group that the sector did not have an organisation that provides guidance and that they are not regulated.
3.3	Following the implementation of the new response model in July, it was evident through supporting our Operations Control (OC) colleagues that the information being passed by ARCs was ambiguous and inaccurate. The lack of information being passed by ARCs was proving to be challenging for OC staff and increasing call handling time.
3.4	Contact was made to one ARC who was our “worst offender” to enable us to get a full understanding of the challenges faced by AR’s in passing information to OC. The dialogue proved to be invaluable. It was identified that the alarm installers were the key group who set up contracts with ARCs and set the information requirements that would be provide to OCs at the time of call. This was a group that was not considered as a key stakeholder.
3.5	We reached out to the British Security Industry Association (BSIA), with a view to opening dialogue, raise awareness and agree set standards to support our new operational response model. Dialogue has continued which has led us to communications with umbrella organisations that set standards and audit ARC’s and alarm installers including NSI (National Security Inspectorate) and the SSAIB (Security System Alarm Inspection Board).
3.6	SFRS delegations attended the BSIA annual conference in London on 6 October and delivered SFRS UFAS presentation to raise awareness of our new response model. Around 35 ARCs were represented along with representatives of BSIA, NSI, SSAIB and organisations that provide training. The presentation was well received by all and the result of this has opened further dialogue and meetings with all the above organisations, with a view to setting direction and improving information that OC receives from ARCs.
3.7	<u>National Fire Chiefs Council</u>
3.7.1	The NFCC are soon to be forming a UFAS Working Group to ensure best practice is shared amongst all UK FRS. We have written to the Protection Policy and Reform Unit to ensure that SFRS has representation on the Group.
3.8	<u>Home Office</u>
3.8.1	We have recently been notified through SFRS P&P Scottish Government embed officer that the Home Office is to contact SFRS with a view to collate a lesson learned exercise, names have been passed, we await further information from them.
3.9	<u>Convention of Local Authorities (CosLA)</u>
3.9.1	As a result of several Chief Executives from Local Authorities (LA) raising concerns that our new operational response model has had a potentially negative impact within Local Authority Areas, CosLA requested a meeting with P&P Function, a summary of the issues raised were: <ul style="list-style-type: none"> • Increased operating costs; • Increased Insurance premiums; • Additional roles for staff and associated costs; and • Potential loss of key premises, through a delay in Investigation.
3.9.2	We have asked CosLA to quantify the estimated costs, as they couldn’t give us a detailed account, however some of the costs were attributed to upgrading alarm systems. They will investigate further and respond to us. They also asked if LAs could have an exemption to our new operational response model, which was respectfully declined. A full rationale as to why and an explanation of the governance process that we have in place (consistently applied and utilised for similar requests across other organisations) was given.
3.9.3	In addition to the above concerns, we provided a rationale as to why we have implemented our new operational response model, the positive impact this has had on some LA’s due to the drop on the number of calls we receive from ARCs and the extensive stakeholder

	engagement we carried out prior to July, allowing LAs to prepare for the change. A further meeting is being planned for the coming months.
3.10 3.10.1	<p><u>Q2 Performance</u> The data we have received from the Business Intelligence (BI) team over the period of <u>Q2</u>, indicates a positive picture, summary below: (also see appendix A)</p> <ul style="list-style-type: none"> • 54% drop in UFAS incidents; • Average of 51 non-attended incidents / per 24hr period; • A total of 4691 incidents non-attended; and • UFAS now account for 19% of all incidents, down from 31.5%.
3.11 3.11.1	<p><u>Section 85 - Fire Scotland Act</u> As part of the development of the UFAS procedure, there was consideration given to the implementation of a fourth stage of a chargeable offence under the Fire Scotland Act. The purpose of this (only after actively supporting a duty holder by using the inform and educate strategy) was to have a sanction available as a last resort to address challenges with non-compliant “repeat offenders”. The UFAS Board agreed not progress at this at this stage but would retain the concept for future consideration.</p>
3.12 3.12.1	<p><u>Closing Report</u> We are now in the process of finalising a closing report that will highlight the benefits, disbenefits, lessons learned and also scope out any future potential iterations of the new response model. As part of the governance procedure the report will be submitted to the UFAS Board by mid-December and (if approved) will subsequently be progressed through wider Service Governance.</p>
4	Recommendation
4.1	<p>It is recommended that the Service Delivery Committee;</p> <ul style="list-style-type: none"> • Note the content of the work plan.
5	Key Strategic Implications
5.1 5.1.1	<p>Risk Risk is being managed utilising a risk register for the project.</p>
5.2 5.2.1	<p>Financial The measurable savings achieved through delivery of the new response model will be included within the closing report.</p>
5.3 5.3.1	<p>Environmental & Sustainability The environmental benefits achieved, compared against the intended benefits, will be included within reporting measures.</p>
5.4 5.4.1	<p>Workforce The additional hours of productivity achieved, compared against the intended benefits, will be included within reporting measures.</p>
5.5 5.5.1	<p>Health & Safety The number of vehicle accidents and personal injuries experienced through response to AFA activations will be reported on within the closing report.</p>
5.6 5.6.1	<p>Health & Wellbeing There are not anticipated to be any issues though the delivery of the work plan.</p>

5.7 5.7.1	Training All training has now been concluded.
5.8 5.8.1	Timing Work to deliver against the milestones identified within the work plan, were completed prior to the implementation date of 1 July 2023.
5.9 5.9.1	Performance Appropriate performance measures have now been implemented and can be reported against as part of the performance management procedures.
5.10 5.10.1	Communications & Engagement A comprehensive communications and engagement plan, both internal and external, has now been completed. A lessons learned exercise has also been concluded by the communications team and are now in the process of analysing the information from the issued survey.
5.11 5.11.1	Legal 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 5.12.1	Information Governance A Data Protection Impact Assessment is not required as no personal information has been used within the creation of this report.
5.13 5.13.1	Equalities A comprehensive EIA, assessing the impact of changes to SFRS response to AFA activations, was completed as part of the consultation process.
5.14 5.14.1	Service Delivery The key issues for Service Delivery are being managed through a robust communication plan and training programme.
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: David Farries, Director of Service Delivery
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.3	Rationale: 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:	S Low, Group Commander
Sponsored by:	S Nesbitt, Area Commander
Presented by:	David Farries, Assistant Chief Officer, Director of Service Delivery

Links to Strategy and Corporate Values		
SFRS Strategic Plan 2022-25: Objective 2: <i>“Communities are safer and more resilient as we respond effectively to changing risks”</i> . Objective 4: <i>“We respond to the impacts of climate change in Scotland and reduce our carbon emissions”</i> . Objective 5: <i>“We are a progressive organisation, use our resources responsibly and provide best value for money to the public”</i> .		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Service Delivery Committee</i>	<i>28 November 2023</i>	<i>For scrutiny</i>

THE NEW UFAS POLICY THE STORY SO FAR

Initial figures are showing a **54% REDUCTION** in UFAS attendances in QTR2 2023 -24



We are now attending an **AVERAGE OF 40 UFAS INCIDENTS** per day



Compared to **PREVIOUS 5 YEARS AVERAGE OF 76**

Operations Control are reporting an **AVERAGE OF 51 non -attended Incidents** each day



As of 1st July Operations Control now report daily the number of non - attended Incidents

UFAS Incidents for QTR2 accounted for **19% OF ALL SFRS ATTENDED INCIDENTS**



Compared to **PREVIOUS 5 YEARS AVERAGE OF 32%**

16% of UFAS attendances since 1st July have been **NON SLEEPING RISK PREMISES**



Compared to **PREVIOUS 5 YEARS AVERAGE OF 64%**

The data is provisional and might change as data is further quality checked and assured

Safety. Teamwork. Respect. Innovation.





Report No: C/SDC/34-23

Agenda Item: 10

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 NOVEMBER 2023						
Report Title:	SFRS COMPLAINTS ANNUAL REPORT 2022/23						
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	To provide the Service Delivery Committee (SDC) with a progress update regarding the handling of complaints in compliance with Scottish Fire and Rescue Service (SFRS) Complaints Policy as outlined in the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) and provide the annual statistics for 2022/23.						
2	Background						
2.1	The Scottish Fire and Rescue Service's complaint handling procedure helps the service to improve services and processes based on feedback. It is one of a range of methods to help the service understand how well it is delivering its services.						
2.2	SPSO revised and reissued all the MCHPs on 31 January 2020, and public bodies were required to implement this updated MCHP over the business year, with full implementation by no later than 1 April 2021 but due to Covid-19, the SPSO agreed that provided progress was being made, this was accepted.						
2.3	SFRS published the new SFRS Complaints suite of documents on 17 December 2021 after consultation and progression through the Information Governance Group and Good Governance Board and this has been implemented throughout SFRS.						
2.4	The new MCHP requires organisations to report on and publish complaints performance information in line with complaints performance indicators published by the SPSO. There are four mandatory quantitative KPIs and it is a minimum requirement for all organisations to report against these mandatory KPIs in their annual complaints performance report.						
2.5	Deadlines for publishing annual complaints performance reports for Local Authorities, Registered Social Landlords, Scottish Government, Scottish Parliament and Associated Public Bodies, are applicable for data collected from 1 April 2022. The annual report publication deadline is the end of October each year, therefore, the first annual report using these KPIs is October 2023.						

3	Main Report/Detail																		
3.1	<p>Below is some of our key statistical data:</p> <table border="1" data-bbox="300 264 1442 481"> <thead> <tr> <th>Period</th> <th>Total No Complaints Received</th> <th>Change from previous year</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>150</td> <td>-43</td> </tr> <tr> <td>2021/22</td> <td>193</td> <td>+26</td> </tr> <tr> <td>2020/21</td> <td>167</td> <td>+41</td> </tr> <tr> <td>2019/20</td> <td>126</td> <td>+26</td> </tr> <tr> <td>2018/19</td> <td>109</td> <td>N/A</td> </tr> </tbody> </table>	Period	Total No Complaints Received	Change from previous year	2022/23	150	-43	2021/22	193	+26	2020/21	167	+41	2019/20	126	+26	2018/19	109	N/A
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3.2	<p>Complaints can be dealt with either at the frontline resolution stage (Stage 1), for issues that are straightforward and simple, requiring little or no investigation, or the investigation stage (Stage 2), where the customer is dissatisfied with the Stage 1 response or refuses to engage with attempts to handle the complaint at Stage 1 or it is clear that the complaint requires investigation from the outset.</p>																		
3.3	<p>The majority of SFRS complaints (57%) are dealt with at Stage 1.</p> <table border="1" data-bbox="300 772 1426 918"> <thead> <tr> <th colspan="5">Days to Respond</th> </tr> <tr> <th>Year</th> <th>Response in 1-5 days (Stage 1)</th> <th>Response in 6-20 days (Stage 2)</th> <th>Response in 20+days (Extension)</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>86</td> <td>57</td> <td>7</td> <td>150</td> </tr> </tbody> </table> <p>NOTE: One of the 7 was over the Festive period and was answered on day 20</p>	Days to Respond					Year	Response in 1-5 days (Stage 1)	Response in 6-20 days (Stage 2)	Response in 20+days (Extension)	Total	2022/23	86	57	7	150			
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Year	Response in 1-5 days (Stage 1)	Response in 6-20 days (Stage 2)	Response in 20+days (Extension)	Total															
2022/23	86	57	7	150															
3.4	<p>There are a number of different outcomes to formal complaints: upheld; partially upheld; not upheld; withdrawn or dealt with under internal procedures. The majority of complaints received by SFRS continue to be not upheld, either at Stage 1 or 2.</p>																		
3.5	<p>A new category “resolved” has been introduced by SPSO, where both SFRS and the complainant agreed to a solution/outcome. In total SFRS have had 7 of these cases during 2022/23 and these will be added to our report dashboards which are currently being redeveloped. The resolved cases are currently included with not upheld on the dashboard. It is intended to have this done by the end of November. Details on the 7 which were resolved are listed below:</p>																		
3.6	<p>CMP-00-1112-2023: Complainant unhappy about waiting for Incident report from fire. Outcome - Information Governance were within statutory timescales which was explained to the complainant and accepted.</p>																		
3.7	<p>CMP-001053-2022: Alleged dangerous driving complaint of fire service van with red light and sirens. Outcome – The vehicle did not belong to SFRS which the complainant accepted.</p>																		
3.8	<p>CMP-001023-2022: Individual complained they were unable to submit a request for Home Fire Safety Visit (HFSV). Outcome - Individual contacted and talked through how to make the request. HFSV arranged, agreed as user error.</p>																		
3.9	<p>CMP-001021-2022: Unhappy a Firefighter friend has blocked him on Social Media. Outcome – Discussed with individual and agreed as a private/domestic matter.</p>																		
3.10	<p>CMP-000989-2022: Complainant alleged former Firefighter threatening him. Outcome – Discussed with complainant and confirmed individual was not employed by SFRS.</p>																		

3.11	<p>CMP-000986-2022: Fire Service sign fixed to lamppost outside B listed home damaging paintwork. Outcome – Agreed with Complainant to remove sign. Sign removed.</p>																								
3.12	<p>CMP-000983-2022: Unhappy no-one was at reception at Inverness HQ to answer a question. Outcome – Explanation provided and complainant satisfied.</p>																								
3.13	<p>Complaints Totals for 2022/23</p> <table border="1" data-bbox="300 488 1042 801"> <thead> <tr> <th>Outcome of complaint</th> <th>Number</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Claim</td> <td>3</td> <td>2%</td> </tr> <tr> <td>Upheld</td> <td>29</td> <td>19.3%</td> </tr> <tr> <td>Partially Upheld</td> <td>15</td> <td>10%</td> </tr> <tr> <td>Internal Procedures</td> <td>15</td> <td>10%</td> </tr> <tr> <td>Not Upheld</td> <td>80</td> <td>53.3%</td> </tr> <tr> <td>No response from complainant</td> <td>8</td> <td>5.3%</td> </tr> <tr> <td>Withdrawn</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>	Outcome of complaint	Number	%	Claim	3	2%	Upheld	29	19.3%	Partially Upheld	15	10%	Internal Procedures	15	10%	Not Upheld	80	53.3%	No response from complainant	8	5.3%	Withdrawn	0	0%
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3.13.1	<p>A full breakdown of statistics is available on the attached Appendix 1 including by:</p> <ul style="list-style-type: none"> • Quarter • Outcome (number and percentage) • Categories/sub categories • Complaints made by • Service Delivery Area • LSO/Department • Responded in number of days and percentage 																								
3.13.2	<p>Where a complaint is upheld in whole or part, a suitable apology can be made to the customer and actions taken, wherever possible, to address their concerns and/or improve service provision.</p>																								
3.13.3	<p>Where complaints identify issues of persistent service failure, these should be addressed by the Information Governance Group (IGG). Analysis of complaints data is reviewed quarterly by IGG and embedded in change and improvement processes.</p>																								
3.13.4	<p>At the conclusion of Stage 2, customers are referred to the SPSO, should they remain unhappy. The SPSO may decide to investigate the complaint and this is considered the third, and final, stage of the complaint's journey. Where the SPSO make a decision on a complaint, it cannot be investigated again by SFRS.</p>																								
3.13.5	<p>SFRS had one case referred to the SPSO in March 2023 relating to an individual attending an interview who was unhappy with the attitude of member of staff. The decision received stated that SFRS provided a prompt response, engaged fully and the SPSO would not be investigating this matter further.</p>																								
3.13.6	<p>Complaints can be made in a variety of ways: in person, by telephone, using a paper form or increasingly, online using a bespoke complaints form. Approximately 96% of complaints are now made online, via our website. While complaints made via social media channels are noted by the Communications Team, customers are always signposted to the online complaints procedure, should they wish their complaint to be progressed formally. This process is embedded in the revised Complaints Handling Policy. The specific way in which complaints were received was previously not recorded on the Power BI system. This recording has started for the current year, 2023-24</p>																								

3.13.7	At the present time, it is not generally possible to quantify the amount of time spent by officers/staff on dealing with complaints. Some complaints are straightforward and will involve little resource to resolve, while others will take much longer to resolve and potentially involve a larger group of officers/staff. A small number of complainants can take up a disproportionate amount of resource, potentially to the disadvantage of the service.																																																
3.13.8	<p>The overall number of complaints received has reduced for 2022/23 from 193 to 150.</p> <table border="1" data-bbox="295 488 1420 795"> <thead> <tr> <th></th> <th>2018/19</th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> </tr> </thead> <tbody> <tr> <td>Upheld</td> <td>22</td> <td>25</td> <td>45</td> <td>69</td> <td>29</td> </tr> <tr> <td>Not Upheld</td> <td>48</td> <td>68</td> <td>90</td> <td>103</td> <td>80</td> </tr> <tr> <td>Internal Procedures</td> <td>19</td> <td>13</td> <td>16</td> <td>9</td> <td>15</td> </tr> <tr> <td>Partially Upheld</td> <td>10</td> <td>12</td> <td>14</td> <td>8</td> <td>15</td> </tr> <tr> <td>No Response</td> <td>10</td> <td>7</td> <td>0</td> <td>3</td> <td>8</td> </tr> <tr> <td>Withdrawn</td> <td>0</td> <td>1</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td></td> <td>109</td> <td>126</td> <td>167</td> <td>193</td> <td>150</td> </tr> </tbody> </table>		2018/19	2019/20	2020/21	2021/22	2022/23	Upheld	22	25	45	69	29	Not Upheld	48	68	90	103	80	Internal Procedures	19	13	16	9	15	Partially Upheld	10	12	14	8	15	No Response	10	7	0	3	8	Withdrawn	0	1	2	1	0		109	126	167	193	150
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3.13.9	Most complaints opened during 2022/23 were closed in the same period, reflecting successful complaints handling.																																																
3.13.10	Performance at Stage 1 is 3 days on average for complaints to be closed. The national performance target is 5 days.																																																
3.13.11	Performance at Stage 2 is 14.25 days on average for complaints to be closed. The national performance target is 20 days.																																																
3.13.12	The majority of complaints received were recorded against Service Delivery, Driving, On Duty Conduct, Off Duty Conduct and Social Media. These categories are the same top five as last year.																																																
3.14	Service Delivery																																																
3.14.1	During 2021/22, we changed our method of capturing complaints to Sharepoint (Lists), which allows us to use Power BI to interrogate the data and provide a more detailed analysis. The Service Delivery category previously was too large and difficult to analyse therefore we divided it into sub categories. These are reviewed continually and have been improved upon for 2022/23.																																																
3.14.2	The total number of Service Delivery complaints during 2022/23 was 69 of which 42 were not upheld, 14 upheld, 7 partially upheld, 3 were passed to Claims and 3 had no response from the complainant. From those where a claim was made, 1 was paid out, 1 was declined and 1 was never progressed further after no contact from the complainant.																																																
3.14.3	In comparison, the total number of Service Delivery complaints during 2021/22 was 83 of which 57 were not upheld, 20 upheld, 5 partially upheld and 1 withdrawn. Showing a reduction in total and an increase in the number not upheld during 2022/23.																																																
3.15	Driving																																																
3.15.1	In 2022/23, Driving had a total of 25 complaints, of which 13 were not upheld, 7 were upheld, 2 partially upheld, 1 passed to internal investigation and 2 had no response from the complainant.																																																
3.15.2	In comparison, in 2021/22, driving had a total of 31 complaints of which 18 were not upheld, 12 were upheld and 1 had no response from the complainant. This shows a reduction in total compared to last year.																																																

3.15.3	As part of all driving courses, driver attitudes and behaviours are assessed throughout the course and form part of the candidate's assessment to determine if they have met the standard expected. Training, Safety and Assurance (TSA) are monitoring that all instructors pay particular focus on the training delivered to candidates prior to undertaking any practical driving elements and ensure that the pre-course study packs have been completed (incorporating the highway code element which will cover the road traffic signs and exclusions complaints relating to Parking). All of which are assessed by way of Q&A sessions prior to practical training.
3.15.4	LSO based Training Station Commanders were also contacted to highlight the concerns around On Call staff responding to pagers and reinforce, through the local management teams responsible for RDS stations, their responsibilities to comply with road traffic regulations on pager activation.
3.15.5	TSA recognise that whilst there are still a significant proportion of complaints related to dangerous driving, it is positive to see a significant reduction in complaints/upheld complaints. Also, of note is the disparity between SDA's this year, this is something which will be investigated at local level in the WSDA to ensure the previous plan is delivered.
3.15.6	The overall picture is a better one and on the correct trajectory but TSA will continue to monitor any further incidents and review if additional measures could be applied to reduce the complaints further.
3.16	On Duty Conduct
3.16.1	(Comparisons) On Duty Conduct had a total of 20 complaints, of which 8 were not upheld, 5 were upheld, 3 were partially upheld, 2 dealt with under internal investigation and a further 2 had no response from the complainant.
3.16.2	In comparison, in 2021/22, On Duty Conduct had a total of 23 complaints of which 9 were not upheld, 10 were upheld, 1 was partially upheld, 2 dealt with under internal investigation and a further 1 had no response from the complainant. This shows a reduction in total and slight decrease in the number not upheld.
3.16.3	When we analyse the upheld/partially upheld statistics based on LSO areas, whilst the numbers may seem relatively high, the numbers are only identified as 1's or 2's, spread over 18 locations and there is no particular trend where service improvement can be implemented.
3.16.4	Off Duty Conduct Off Duty Conduct had a total of 21 complaints, of which 11 were not upheld, 0 were upheld, 0 were partially upheld, 9 dealt with under internal investigation and 1 had no response from the complainant.
3.16.5	In comparison, in 2021/22, Off Duty Conduct had a total of 23 complaints of which 7 were not upheld, 7 were upheld, 1 was partially upheld, 3 dealt with under internal investigation and 1 was withdrawn. This shows a slight reduction in total and decrease in the number upheld/partially upheld.
3.16.6	Again, when we analyse the upheld/partially upheld statistics based on LSO areas, whilst the numbers may seem relatively high, the numbers are only identified as 1's or 2's, spread over 18 locations.

3.17	Social Media									
3.17.1	Social Media had a total of 9 complaints of which 3 were not upheld, 1 upheld, 2 partially upheld, 3 dealt with under internal investigation.									
3.17.2	In comparison, in 2021/22, Social Media had a total of 16 complaints of which 4 were not upheld, 7 were upheld, 1 was partially upheld, 4 dealt with under internal investigation. This shows a significant reduction on last year's total figure although an increase in the number upheld.									
3.17.3	Communications and Engagement published the new Social Media Policy and have continued working with Information Governance to ensure the correct guidance is available and adhered to throughout SFRS to try and reduce complaints. Any issues identified by an upheld complaint were dealt with immediately and communications/guidance issued at that time.									
3.17.4	From all of the cases which were dealt with under Internal Investigation, here is a breakdown of outcomes. Specific details cannot be provided in compliance with Data Protection.:									
<table border="1"> <tr> <td>Upheld</td> <td>5</td> </tr> <tr> <td>Not Upheld</td> <td>8</td> </tr> <tr> <td>Informal</td> <td>2</td> </tr> <tr> <td>Total</td> <td>15</td> </tr> </table>		Upheld	5	Not Upheld	8	Informal	2	Total	15	
Upheld	5									
Not Upheld	8									
Informal	2									
Total	15									
3.17.5	Examples of various complaints received are available to review in Appendix 2.									
3.17.6	Complaints comparisons for 2021/22 and 2022/23 are available to review in Appendix 3.									
3.18	Benchmarking									
3.18.1	Being a national service of our size makes it difficult to benchmark against similar organisations as there isn't one which covers the same geographical area, same numbers in staffing, or same issues which are complained about. However, the overall number of complaints received as an organisation of our size are significantly low.									
3.18.2	The main comparison we have been able to make is with London Fire Brigade:									
<table border="1"> <thead> <tr> <th>Period</th> <th>SFRS Complaints</th> <th>London FB Complaints</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>150</td> <td>107</td> </tr> <tr> <td>2021/22</td> <td>193</td> <td>98</td> </tr> </tbody> </table>		Period	SFRS Complaints	London FB Complaints	2022/23	150	107	2021/22	193	98
Period	SFRS Complaints	London FB Complaints								
2022/23	150	107								
2021/22	193	98								
3.18.3	SFRS have shown a decrease from last year of 43 and London Fire Brigade figures have increased by 9.									
3.19	Recording									
3.19.1	Using Sharepoint (Lists) to collate complaints allows us to use Power BI to interrogate the data and provide a more detailed analysis which is more user friendly and meaningful moving forward.									
3.19.2	LSO's and Heads of Service will be given access in November 2023 so that they can monitor their own areas and also provide more feedback on how complaints were dealt with and any improvements which have been made. They will have the ability to look at other areas across service and identify any trends as they appear rather than at the end of each quarter.									

3.19.3	The Complaints area of the up-and-coming new SFRS website has been updated and refreshed in line with SPSO Guidance which will ensure it is more user friendly and easier for people to make a complaint if required.
3.19.4	These changes are to support our organisation in evaluating our own performance, driving improvement and sharing good practice through the associated complaints handlers networks thus ensuring we provide excellent service to our customers through effective complaints handling procedures.
3.19.5	As detailed earlier in this report the annual report publication deadline for the SPSO is the end of October each year, therefore, the first annual report due was due October 2023. The report has been published to our website in compliance with SPSO regulations.
3.19.6	Continuous scrutiny of complaints data and performance continues to be carried out on a regular basis and has been supported by improvements in both data analytics and access to management information. This focus is having a positive impact with response rates for frontline resolutions completed within timescale improving.
4	Recommendation
4.1	The Service Delivery Committee are asked to scrutinise the contents of this report and the new methods of collating/analysing data and making improvements, based on the new Model Complaints Handling Policy.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk of non-compliance with Scottish Public Services Ombudsman guidelines and negative impact on reputation.
5.2	Financial
5.2.1	There are no financial implications associated with this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental & sustainability implications associated with this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with this report.
5.5	Health & Safety
5.5.1	There are no health & safety implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no health & wellbeing implications associated with this report.
5.7	Training
5.7.1	Not applicable for this report at this time.
5.8	Timing
5.8.1	The Model Complaints Handling Policy is already in place.
5.9	Performance
5.9.1	Information Governance will monitor performance by regularly reviewing statistics and provide these to the Information Governance Group on a quarterly basis. These statistics are provided in a Dashboard which is continually updated.

5.10 5.10.1	Communications & Engagement Not applicable for this report at this time.	
5.11 5.11.1	Legal The Scottish Public Services Ombudsman was set up by the Scottish Public Services Ombudsman Act 2002. The Act aimed to create a modern complaints service based on the devolution principles of power-sharing, accountability, access and participation, and equal opportunities.	
5.12 5.12.1	Information Governance A Data Protection Impact Assessment has been completed and a Privacy Notice has been produced by Information Governance, which is held on the website. This explains to members of the public everything in relation to what SFRS does with their personal data which includes complaints.	
5.13 5.13.1	Equalities The current EIA is being reviewed and any alterations required will be taken into consideration.	
5.14 5.14.1	Service Delivery Not applicable for this report at this time.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Assurances are met by ensuring scrutiny of our processes and controls at various levels within SFRS including Information Governance Group and Good Governance Committee.
8	Appendices/Further Reading	
8.1	Appendix 1 – Statistics Spreadsheet	
8.2	Appendix 2 – Examples of Complaints	
8.3	Appendix 3 – Complaints Comparison 2021/22 v 2022/23	
Prepared by:	Carol Wade, Information Governance Manager/Data Protection Officer	
Sponsored by:	Marysia Waters, Head of Communications and Engagement	
Presented by:	Carol Wade, Information Governance Manager/Data Protection Officer	
Links to Strategy and Corporate Values		
<p>The Complaints process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:</p> <p>Improving the use of data and business intelligence to support decision making.</p> <p>Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.</p>		

OFFICIAL

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Information Governance Group</i>	<i>15 September 2023</i>	<i>Approved</i>
<i>Good Governance Board</i>	<i>23 October 2023</i>	<i>Approved</i>
<i>Service Delivery Committee</i>	<i>28 November 2023</i>	<i>For Scrutiny</i>

APPENDIX A – Complaints 2022-23

150

Total Complaints

0

Outstanding complaints

2

Complaints via Chief

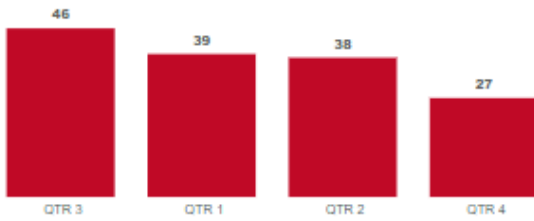
1

Chief notified of complaints

1

SPSO Complaints

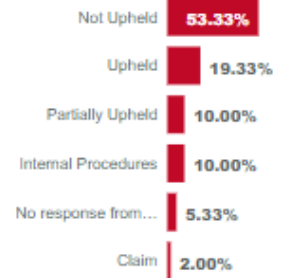
Complaints by quarter



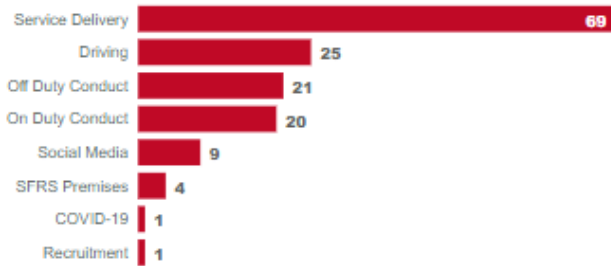
Complaints by outcome

Outcome	Count of Number
Not Upheld	80
Upheld	29
Partially Upheld	15
Internal Procedures	15
No response from complainant	8
Claim	3
Total	150

Outcome %



Complaints by category



Complaints received by

Received By	Number
	150
Total	150

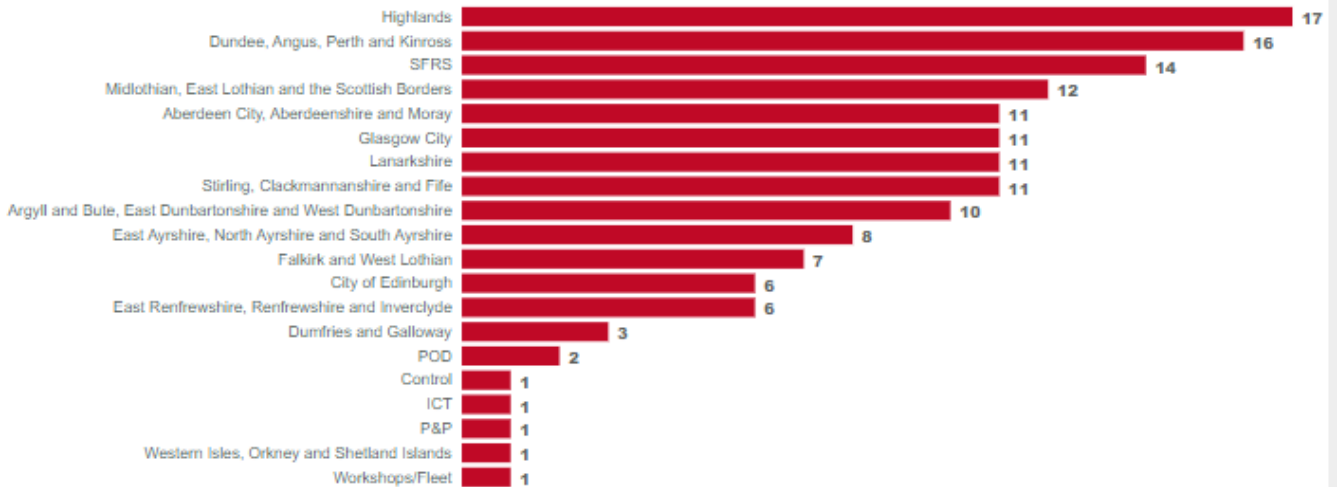
Complaints made by

Complainant	Number
Member of the Public	140
Business premise	3
Visit organiser/Community Group	3
Local Councillor	1
MSP	1
Sub-Contractor	1
Support Worker	1
Total	150

Complaints by SDA

West	North	East	SFRS
52	45	36	17

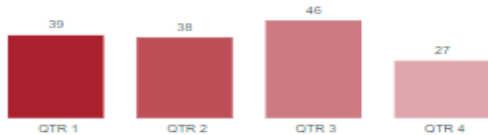
Complaints by LSO/Area



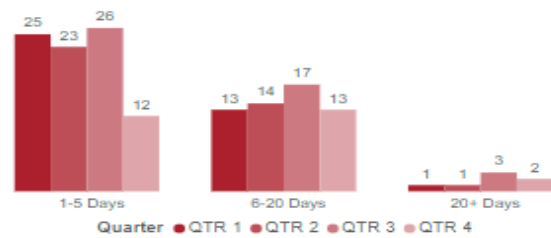
Complaints awaiting a response

0

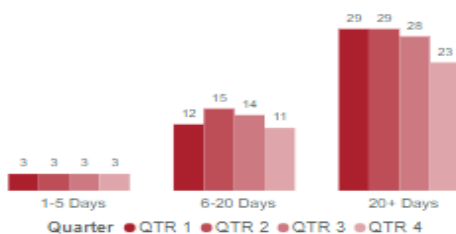
Total complaints by quarter



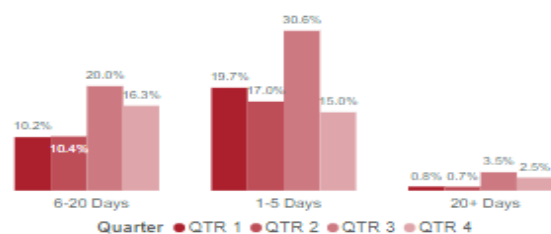
Complaints by response and quarter



Average days to respond by quarter



Complaints by response and quarter



Complaints by category

Category	2022-23	Total
Service Delivery	69	69
Driving	25	25
Off Duty Conduct	21	21
On Duty Conduct	20	20
Social Media	9	9
SFRS Premises	4	4
COVID-19	1	1
Recruitment	1	1
Total	150	150

Complaints by sub category

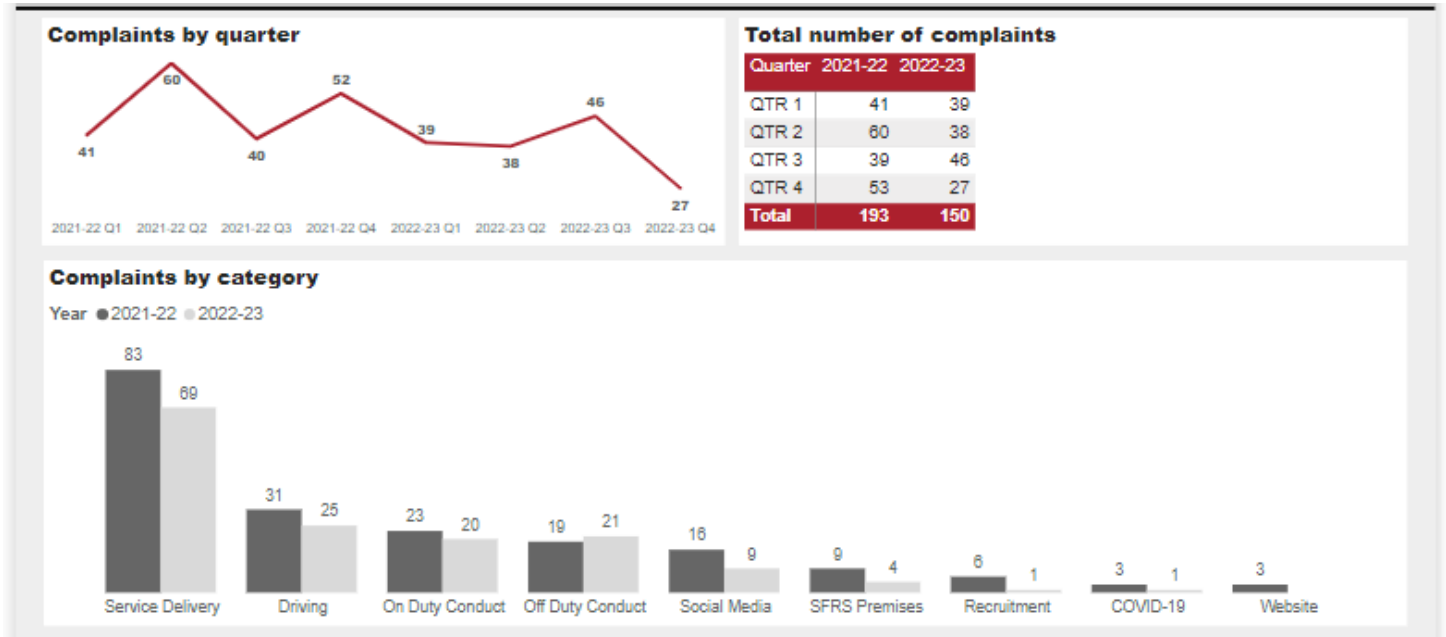
Sub Category	2022-23	Total
D - Dangerous/inappropriate Driving - Appliance	7	7
D - Dangerous/inappropriate Driving - Responding to Pager	2	2
D - Dangerous/inappropriate Driving - SFRS Car	10	10
D - Dangerous/inappropriate Driving - use of mobile device	2	2
D - Dangerous/inappropriate Driving - Van	2	2
D - Parking - other vehicle	2	2
O#D - Alleged Drug/Alcohol Use	2	2
O#D - Behaviour	14	14
O#D - Charge Allegations	2	2
O#D - Domestic	1	1
OnD - Attitude	8	8
OnD - Behaviour	11	11
OnD - Breach of Confidentiality	3	3
R - On Call	1	1
SD - Actions of Crew	10	10
SD - Call Handling - No return Call	2	2
SD - Call Handling - Staff Rude	1	1
SD - Correspondence - delayed response	1	1
SD - Correspondence - no response	9	9
SD - Correspondence - online forms / HFSV form	2	2
SD - Correspondence - Unhappy with response	1	1
SD - Crew/Staff Shortage	3	3
SD - Damage - Property	3	3
SD - Damage - Vehicle	1	1
SD - Failure to Attend/Assist	9	9
SD - Failure to Extinguish	1	1
SD - Failure to follow Procedures	3	3
SD - Forced Entry - Excessive damage	3	3
SD - Forced Entry - Left Unsecure	3	3
SD - Forced Entry - Unnecessary entry	4	4
SD - HFSV/Smoke Alarms	1	1
SD - Hydrants - Dirty Water	3	3
SD - Incident - Fire	6	6
SD - New Alarm Regulations	1	1
SD - Use of Resources	3	3
SM - Facebook	4	4
SM - Other	1	1
SM - Twitter	4	4
SP - Building Perimeters	1	1
SP - Damage to adjoining property	2	2
SP - Noise	1	1
Total	150	150

APPENDIX B - EXAMPLES OF COMPLAINTS

Category	Abbreviated description	SDA	Outcome
Service Delivery	Appliance allegedly damaged complainants car whilst attending an incident	North	Claim
Service Delivery	Sent to Claims team,	SFRS	Claim
Service Delivery	Unhappy with forced entry and wants door replaced	West	Claim
Driving	Alleged use of mobile phone whilst driving SFRS car	East	Upheld
Driving	Unhappy with driving of appliance in Dunfermline	East	Upheld
Driving	Dangerous driving responding to pager	North	Upheld
Driving	Unhappy with driving of appliance	North	Upheld
Driving	Driving too fast responding to pager	West	Upheld
Driving	SFRS vehicle driving through red light	West	Upheld
Driving	Unhappy with driving of SFRS car	West	Upheld
On Duty Conduct	Too much noise from station when returning from a shout	North	Upheld
On Duty Conduct	Unhappy how teenager was treated for reporting fire	North	Upheld
On Duty Conduct	Unhappy with the way they were spoken to at incident	North	Upheld
On Duty Conduct	Unhappy with way they were spoken to at incident	North	Upheld
On Duty Conduct	Unhappy with the way she was spoken to at incident	West	Upheld
Service Delivery	SFRS Staff charging electric vehicles - theft of the public purse	East	Upheld
Service Delivery	Unhappy with mess left on his property after work in Cupar fire station	East	Upheld
Service Delivery	Unhappy with SFRS sign causing damage to property	East	Upheld
Service Delivery	Was awoken by appliance using siren outside house at 0440hrs	East	Upheld
Service Delivery	Crew could not open hydrant	North	Upheld
Service Delivery	Damage to Church roof whilst leaving incident	North	Upheld
Service Delivery	No response to FOI request	SFRS	Upheld
Service Delivery	Repeatedly asked for HFSV	SFRS	Upheld
Service Delivery	Unhappy with how 999 call was handled	SFRS	Upheld
Service Delivery	No response to enquiry	West	Upheld
Service Delivery	Unhappy no one responded to letter of concern	West	Upheld
Service Delivery	Unhappy parents were referred to Social work after HFSV	West	Upheld
Service Delivery	Unhappy with how she was spoken to when she phoned the station for advice	West	Upheld
Service Delivery	Unhappy with the mess crew left on her driveway after checking hydrant	West	Upheld
SFRS Premises	Damaged fence and post, car used for training purposes is an eyesore	North	Upheld
SFRS Premises	From building standards stating we have unauthorised building works at Carradale fire station	SFRS	Upheld
Social Media	Unhappy with comments on Facebook	North	Upheld
Driving	Dangerous Driving	East	Partially Upheld
Driving	Unhappy with driving of appliance	West	Partially Upheld
On Duty Conduct	Unhappy with conduct of staff member when in SFRS vehicle	North	Partially Upheld
On Duty Conduct	Unhappy with attitude of staff at interview	SFRS	Partially Upheld
On Duty Conduct	unhappy with the way he was spoken to at an incident	West	Partially Upheld
Recruitment	Unhappy with on call recruitment procedure	SFRS	Partially Upheld
Service Delivery	Complainant did not answer door during the night as he did not know who was there	East	Partially Upheld
Service Delivery	Unhappy no one called back re safety check for parents	East	Partially Upheld
Service Delivery	Unhappy no response to concerns re neighbour	East	Partially Upheld
Service Delivery	Washing dirty after hydrant inspection	East	Partially Upheld
Service Delivery	Unhappy no subtitles for deaf on STV advert	SFRS	Partially Upheld
Service Delivery	Unhappy we did not attend school fayre	West	Partially Upheld
Service Delivery	Unhappy with forced entry and home being left unsecure	West	Partially Upheld
Social Media	Inappropriate use of twitter - not politically neutral/sexist	North	Partially Upheld
Social Media	unhappy with twitter comments	West	Partially Upheld
Driving	Driver parked SFRS vehicle partially on pavement, blocking road. Delivery driver asked driver to move it, and SFRS employee became abusive	SFRS	Internal Procedures
Off Duty Conduct	Unhappy with work carried out by a Ff off duty	East	Internal Procedures
Off Duty Conduct	Allegations of inappropriate behaviour and previous charges	North	Internal Procedures
Off Duty Conduct	Alleged criminal charges	North	Internal Procedures
Off Duty Conduct	Behaviour of On-call ff in Orkney	North	Internal Procedures
Off Duty Conduct	Use of Fuel card and Behaviour as a landlord	North	Internal Procedures
Off Duty Conduct	WT Ff allegedly working elsewhere, whilst off sick	North	Internal Procedures
Off Duty Conduct	Alleged drug supplying by Ff	West	Internal Procedures
Off Duty Conduct	Alleged drug use of Ff	West	Internal Procedures
Off Duty Conduct	Numerous Anon letters being received throughout the Service	West	Internal Procedures
On Duty Conduct	Alleged breach of confidentiality after incident	North	Internal Procedures
On Duty Conduct	Claim of bullying from Sodexo staff member	West	Internal Procedures
Social Media	Unhappy with comments on Social Media	East	Internal Procedures
Social Media	Unhappy with twitter comments	East	Internal Procedures
Social Media	Allegations of bullying and Harassment	West	Internal Procedures
COVID-19	Unhappy with Gaelic Language Plan Consultation	SFRS	Not Upheld
Driving	Dangerous driving by SFRS car - Training vehicle with driver under instruction	East	Not Upheld
Driving	Unhappy with driving of Appliance in Kirkcaldy	East	Not Upheld
Driving	Unhappy with driving of SFRS car	East	Not Upheld
Driving	Annoyed that Service vehicle would not pull in to let him pass on a single track road	North	Not Upheld
Driving	Unhappy with driving of appliance in Inverness	North	Not Upheld
Driving	Unhappy with driving of FS Car at Fourdon	North	Not Upheld
Driving	Alleged inappropriate driving	West	Not Upheld
Driving	Alleged use of mobile phone whilst driving	West	Not Upheld
Driving	Car parked in passing place on single track road	West	Not Upheld
Driving	Inappropriate driving	West	Not Upheld
Driving	Inappropriate Driving of SFRS vehicle and private vehicle	West	Not Upheld
Driving	Unhappy with driving of SFRS vehicle	West	Not Upheld
Driving	Unhappy with driving of what she believed to be a SFRS vehicle	West	Not Upheld
Off Duty Conduct	Alleged inappropriate behaviour at night out in a hotel	East	Not Upheld
Off Duty Conduct	Unhappy with conduct of Ex Ff	East	Not Upheld
Off Duty Conduct	Unhappy with Ff who is a neighbour - neighbours dispute	East	Not Upheld
Off Duty Conduct	Alleged criminal charges	North	Not Upheld
Off Duty Conduct	Alleges off duty firefighter was abusive to him in a pub	North	Not Upheld
Off Duty Conduct	Believes someone from SFRS was following him round Tesco then officer he spoke to about it wouldn't take it seriously.	North	Not Upheld
Off Duty Conduct	Too much noise and lighting when fire appliance broke down and had to be recovered	North	Not Upheld

APPENDIX B - EXAMPLES OF COMPLAINTS

Category	Abbreviated description	SDA	Outcome
Off Duty Conduct	Alleges inappropriate behaviour re drinking	West	Not Upheld
Off Duty Conduct	Alleges intimidation and harassment from member of staff	West	Not Upheld
Off Duty Conduct	Further complaint relating to previous complaint	West	Not Upheld
Off Duty Conduct	Unhappy that officer at Popinjay incident asked him to move away and was cheeky	West	Not Upheld
On Duty Conduct	Unhappy he was stopped taking photographs at Tollcross FS	East	Not Upheld
On Duty Conduct	Alleged inappropriate whistling and comments by crews at parkrun, Bught park	North	Not Upheld
On Duty Conduct	Thurso Fire Crews	North	Not Upheld
On Duty Conduct	Unhappy with photo in Press showing crew member without full PPE	North	Not Upheld
On Duty Conduct	Unhappy staff member smoking at Cambuslang	SFRS	Not Upheld
On Duty Conduct	Unhappy with crews alleged treatment of daughter	SFRS	Not Upheld
On Duty Conduct	Allegations of inappropriate behaviour on and off duty	West	Not Upheld
On Duty Conduct	Unhappy with comments made at FBU meeting	West	Not Upheld
Service Delivery	Alleged non attendance after repeated calls	East	Not Upheld
Service Delivery	Concerns re crewing levels	East	Not Upheld
Service Delivery	Feels staff shortages led to delay in responding to incident	East	Not Upheld
Service Delivery	Felt bullied and harassed at scheduled visit to care home	East	Not Upheld
Service Delivery	No assistance when requesting hydrant details from Stirling fire station	East	Not Upheld
Service Delivery	No prior notification given that hydrant was being inspected	East	Not Upheld
Service Delivery	Unhappy crew extinguished fire at controlled burn	East	Not Upheld
Service Delivery	Unhappy didnt get response to request for evacuation plans to be looked at for Bar in Edinburgh	East	Not Upheld
Service Delivery	Unhappy system will not accept request for HFSV	East	Not Upheld
Service Delivery	Unhappy with forced entry and trying to submit a complaint. Complainant also phoned Control and became very abusive. This was reported to Police Scotland	East	Not Upheld
Service Delivery	Unhappy with forced entry being left unsecure	East	Not Upheld
Service Delivery	Complaint re response to incident from SFRS, Police Sotland and SAS	North	Not Upheld
Service Delivery	Doesn't think the fire in New County Hotel Perth was "challenging" as described	North	Not Upheld
Service Delivery	Failure to attend call re smoldering tree	North	Not Upheld
Service Delivery	Feels SFRS took to long to respond to 999 call	North	Not Upheld
Service Delivery	Feels that his FS concerns were not taken seriously	North	Not Upheld
Service Delivery	More should have been done to warn residents to keep windows and doors closed during fire at recycling plant	North	Not Upheld
Service Delivery	Person being removed from a bath	North	Not Upheld
Service Delivery	Training on River Tay	North	Not Upheld
Service Delivery	Unhappy no one was at reception at Inverness HQ building	North	Not Upheld
Service Delivery	Unhappy reported concerns of smoke were ignored	North	Not Upheld
Service Delivery	Unhappy their address was used for site of burning	North	Not Upheld
Service Delivery	Unhappy we failed to attend cat being trapped in garage	North	Not Upheld
Service Delivery	Wants implementation of UFAS Policy delayed	North	Not Upheld
Service Delivery	Believed FOI request to be late. FOI team are within timescales	SFRS	Not Upheld
Service Delivery	Lack of Communication re Claim and why the SFRS were called in the first place	SFRS	Not Upheld
Service Delivery	Unhappy not received IRS report within timescales	SFRS	Not Upheld
Service Delivery	Concern with regards to the fire brigade service / infrastructure that's in place for Lochgoilhead & Carrick Castle Communities	West	Not Upheld
Service Delivery	Delay in response to call, Why did Girvan not attend incident	West	Not Upheld
Service Delivery	No response to request for HFSV	West	Not Upheld
Service Delivery	Unhappy crew would not rescue pigeon from chimney	West	Not Upheld
Service Delivery	Unhappy fire in neighbours garden was not extinguished	West	Not Upheld
Service Delivery	Unhappy no one got back to her to fit free smoke alarms	West	Not Upheld
Service Delivery	Unhappy that his neighbour has a Ring Doorbell	West	Not Upheld
Service Delivery	Unhappy with actions of crews at incident	West	Not Upheld
Service Delivery	Unhappy with Advice and comments at Audit of care home	West	Not Upheld
Service Delivery	Unhappy with crews actions	West	Not Upheld
Service Delivery	Unhappy with damage caused at incident with log burner	West	Not Upheld
Service Delivery	Unhappy with forced entry	West	Not Upheld
Service Delivery	Unnecessary forced entry	West	Not Upheld
Service Delivery	Who made call and why so much damage	West	Not Upheld
SFRS Premises	Crews too loud when carrying out 8am checks	West	Not Upheld
SFRS Premises	Problems regarding shared septic tank with fire station	West	Not Upheld
Social Media	Appears to be annoyed that he has been blocked on social media	North	Not Upheld
Social Media	Unhappy LGBTQ acknowledged on twitter but not International Men's day	SFRS	Not Upheld
Social Media	Unhappy with post on Fb	SFRS	Not Upheld
Driving	Alleged inappropriate driving	West	No response from complainant
Driving	Unhappy with driving of appliance	West	No response from complainant
Off Duty Conduct	Conduct of Ff	East	No response from complainant
On Duty Conduct	Believes crew discussed incident outwith work and breached confidentiality	East	No response from complainant
On Duty Conduct	Believes Crew spat at and shouted at his mother and niece from an appliance. No time date location given, SFRS responded stating this is more likely to have been a "Party Appliance" Complainant responded that he was unhappy with response, SFRS asked for further info and no response received.	East	No response from complainant
Service Delivery	Unhappy with forced entry	East	No response from complainant
Service Delivery	Loss of HGV from Inverness station	North	No response from complainant
Service Delivery	Unhappy with crews behaviour at incident	North	No response from complainant



Complaints made by

Complainant	2021-22	2022-23	Total
Member of the Public	191	140	331
Business premise		3	3
MSP	2	1	3
Visit organiser/Community Group		3	3
Local Councillor		1	1
Sub-Contractor		1	1
Support Worker		1	1
Total	193	150	343

Response to complaints

Year	1-5 Days	6-20 Days	20+ Days	Total
2021-22	136	48	9	193
2022-23	86	57	7	150
Total	222	105	16	343

Outcome of complaints

Year	Claim	Upheld	Partially Upheld	Internal Procedures	Not Upheld	Withdrawn	No response from complainant	Total
2021-22	1	69	8	9	102	1	3	193
2022-23	3	29	15	15	80		8	150
Total	4	98	23	24	182	1	11	343

Complaints by SDA

SDA	2021-22	2022-23	Total
West	72	52	124
North	50	45	95
East	47	38	83
SFRS	24	17	41
Total	193	150	343

Complaints by SDA

LSO Area/Dept	2021-22	2022-23	Total
SFRS	28	14	40
Dundee, Angus, Perth and Kinross	18	18	32
Highlands	13	17	30
Aberdeen City, Aberdeenshire and Moray	17	11	28
Glasgow City	17	11	28
City of Edinburgh	18	6	24
Lanarkshire	12	11	23
Midlothian, East Lothian and the Scottish Borders	10	12	22
Stirling, Clackmannanshire and Fife	11	11	22
Argyll and Bute, East Dunbartonshire and West Dunbartonshire	9	10	19
East Ayrshire, North Ayrshire and South Ayrshire	9	8	17
East Renfrewshire, Renfrewshire and Inverclyde	8	6	14
Falkirk and West Lothian	7	7	14
Dumfries and Galloway	8	3	11
P&P	4	1	5
Western Isles, Orkney and Shetland Islands	4	1	5
Control	2	1	3
POD	1	2	3
ICT	1	1	2
Workshops/Fleet		1	1
Total	193	150	343

Complaints by category

Category	2021-22	2022-23	Total
Service Delivery	83	69	152
Driving	31	25	56
On Duty Conduct	23	20	43
Off Duty Conduct	19	21	40
Social Media	18	9	25
SFRS Premises	9	4	13
Recruitment	6	1	7
COVID-19	3	1	4
Website	3		3
Total	193	150	343

Complaints by sub category

Sub Category	2021-22	2022-23	Total
OffD - Behaviour	7	14	21
OnD - Behaviour	10	11	21
OnD - Attitude	12	8	20
SD - Actions of Crew	9	10	19
SM - Facebook	15	4	19
D - Dangerous/Inappropriate Driving - Appliance	7	7	14
D - Dangerous/Inappropriate Driving - SFRS Car	4	10	14
SD - Failure to Attend/Assist	3	9	12
SD - Incident - Fire	5	6	11
SD - Correspondence - no response	1	9	10
SD - Forced Entry - Unnecessary entry	5	4	9
SD - Damage - Property	5	3	8
SD - Failure to follow Procedures	5	3	8
D - Parking - other vehicle	5	2	7
R - On Call	6	1	7
SD - New Alarm Regulations	6	1	7
D - Dangerous/Inappropriate Driving - Responding to Pager	4	2	6
OffD - Alleged Drug/Alcohol Use	4	2	6
SD - Forced Entry - Excessive damage	3	3	6
D - Parking - Appliance	5		5
OffD - Charge Allegations	3	2	5
SD - Call Handling - HFSV	5		5
SD - Correspondence - online forms / HFSV form	3	2	5
SD - Failure to Extinguish	4	1	5
SD - Forced Entry - Left Unsecure	2	3	5
SD - HFSV/Smoke Alarms	4	1	5
SP - Noise	4	1	5
D - Dangerous/Inappropriate Driving - Van	2	2	4
D - Use of Siren/Blue Lights - Appliance	4		4
OffD - Domestic	3	1	4
OnD - Breach of Confidentiality	1	3	4
SD - Call Handling - Unable to contact	4		4
SD - Crew/Staff Shortage	1	3	4
SM - Twitter		4	4
C - COVID-19	3		3
SD - Breach of Confidentiality	3		3
SD - Correspondence - delayed response	2	1	3
SD - Correspondence - Unhappy with response	2	1	3
SD - Hydrants - Dirty Water		3	3
SD - Use of Resources		3	3
SP - Lighting	3		3
D - Dangerous/Inappropriate Driving - use of mobile device		2	2
SD - Call Handling - No return Call		2	2
SD - Call Handling - Staff Rude	1	1	2
SD - Damage - Vehicle	1	1	2
SD - Refusal to extinguish	2		2
SM - Other	1	1	2
SP - Building Perimeters	1	1	2
SP - Damage to adjoining property		2	2
W - Consultations	2		2
OffD - Breach of Confidentiality	1		1
OffD - Use of SFRS Vehicle	1		1
SD - Hydrants - Damaged	1		1
SD - Hydrants - Injury	1		1
SD - Hydrants - Pressure	1		1
SD - Hydrants - Water Supply	1		1
SD - Incident - Other	1		1
SD - Incident - RTC	1		1
SD - Incident - Special Service	1		1
SP - Dangerous/Unsafe structure	1		1
W - Inaccurate information	1		1
Total	193	150	343

SCOTTISH FIRE AND RESCUE SERVICE

Service Delivery Committee



Report No: C/SDC/35-23

Agenda Item: 11

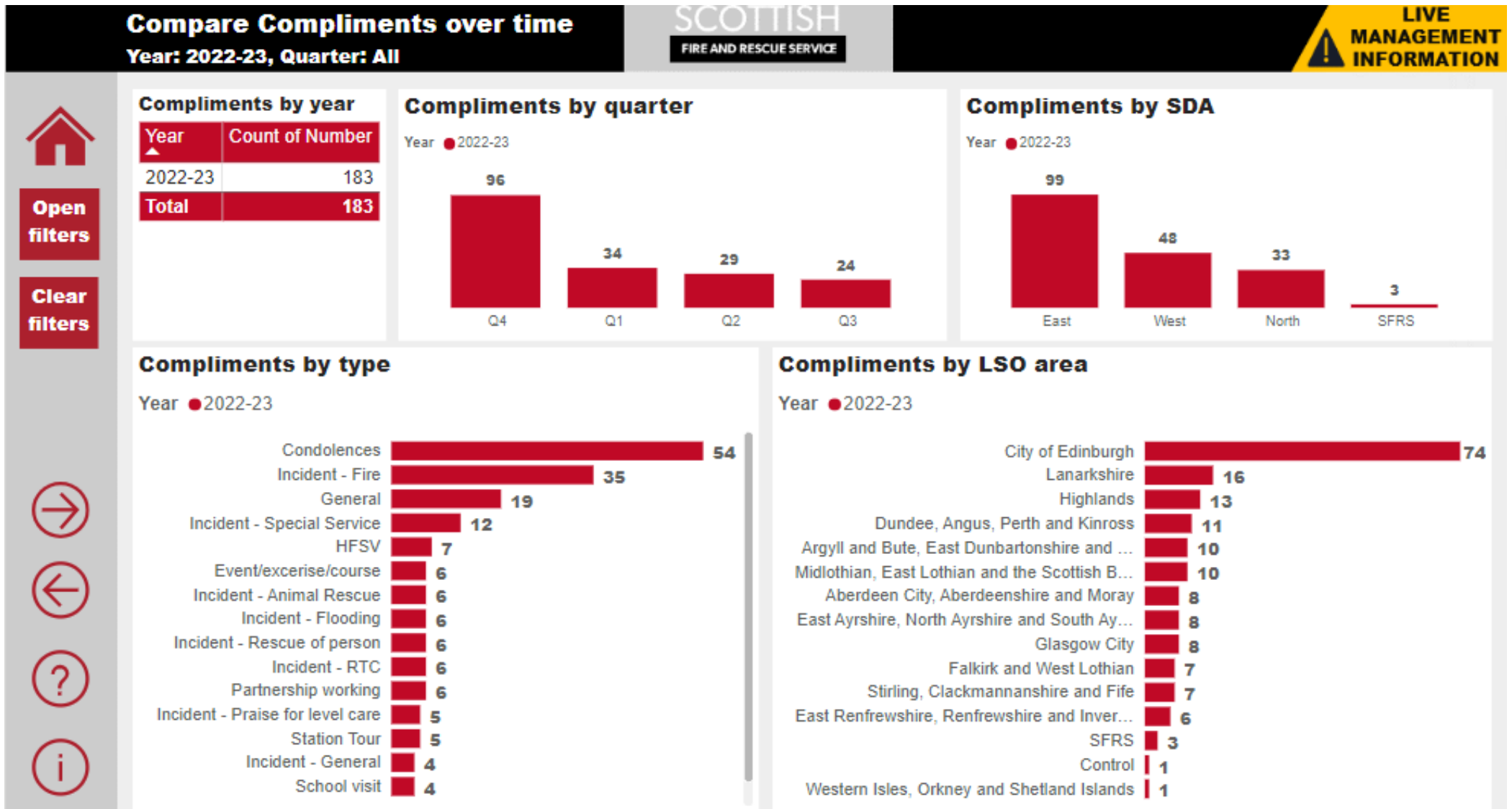
Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 NOVEMBER 2023						
Report Title:	SFRS COMPLIMENTS ANNUAL REPORT 2022/23						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide the Service Delivery Committee (SDC) with a progress update regarding the Scottish Fire and Rescue Service (SFRS) Compliments process as outlined in the SFRS Compliments Handling Policy and Procedure.						
2	Background						
2.1	At the Scottish Fire and Rescue Service (SFRS) we are committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.						
2.2	Compliments provide information about SFRS, which can help identify areas of good practice and areas for improvement to help develop the services policies and practices.						
2.3	Coupled with other performance information, such as satisfaction surveys and the benchmarking of performance indicators against other organisations, they can help to build an accurate picture of how our service is performing and to develop improvement plans that re based on sound evidence.						
3	Main Report/Detail						
3.1	As an organisation, we receive many positive comments about our staff and the services we provide. Knowing where things are working well and are appreciated is as important to capture as knowing where things are perhaps not working. We therefore keep a record of the compliments we receive as well as the complaints. Good practice and learning can then be circulated across the Service.						
3.2	Below is some of the key statistical data for 2022/23:						
	Period	Total No Compliments Received					Change from previous year
	2022/23	183					+92
	2021/22	91					-50
	2020/21	141					+13
	2019/20	128					N/A
3.3	The overall number of compliments has risen from 91 in 2021/22 to 183 for 2022/23.						
3.4	It should be noted that there was a major increase in Q4 due to the loss of Ff Barry Martin, with the Service receiving many thanks for the commitment shown by firefighters daily.						

3.5	Compliments can be received throughout the Service, by any member of staff. This can be via the Website contact us page, by letter or by card. Stations often receive thank you cards and drawings from groups following station visits.									
3.6	On occasion, the compliment will also ask for details on how to make a donation to our chosen charity.									
3.7	While compliments made via social media channels are noted by the Communications Team, they are then forwarded to SFRS.CCandE@firescotland.gov.uk for recording and processing. This process is embedded in the revised Compliments Handling Policy and Procedure.									
3.8	We also work closely with Corporate Communications to highlight events, celebrating any good work carried out by staff in the SFRS News.									
3.9	A full breakdown of statistics is noted below. Including by: <ul style="list-style-type: none"> • Service Delivery Area/Department • Categories 									
3.10	Some examples of Compliments received are also noted below.									
3.11	Analysis of compliments data is reviewed quarterly by IGG and embedded in change and improvement processes.									
3.12	Benchmarking									
3.12.1	Whilst preparing this report it has become apparent that there are limited organisations who publish compliment statistics regularly. The only relevant comparison we have been able to make is with London Fire Brigade:									
<table border="1"> <thead> <tr> <th>Period</th> <th>SFRS Compliments</th> <th>London FB Compliments</th> </tr> </thead> <tbody> <tr> <td>2022/23</td> <td>183</td> <td>282</td> </tr> <tr> <td>2021/22</td> <td>91</td> <td>223</td> </tr> </tbody> </table>		Period	SFRS Compliments	London FB Compliments	2022/23	183	282	2021/22	91	223
Period	SFRS Compliments	London FB Compliments								
2022/23	183	282								
2021/22	91	223								
3.12.2	SFRS have shown a increase from last year of 92 and London Fire Brigade figures have increased by 59.									
3.13	Recording									
3.13.1	We have recently began using Sharepoint (Lists) to collate compliments which allows us to use Power BI to interrogate the data and provide a more detailed analysis which is more user friendly and meaningful.									
3.13.2	SFRS procedure asks that any compliments are forwarded by post or email to a central point, however we understand this process needs reviewed to ensure all compliments are captured. We are aware that a number of compliments are not being captured as they are sent directly into local stations and placed on noticeboards etc which are not included in our statistics.									
3.13.3	Also, with more use of SFRS Facebook accounts and X (formerly)Twitter, there are many compliments we are not aware of and therefore not included in the statistics either. Whilst Corporate Communications can monitor the SFRS account, many of the local accounts are not visible.									
3.13.4	Communications and Engagement are currently conducting a social media review to identify all current practices, streamline sites, provide better administration and have already developed a clear Social Media Policy. How we monitor and document compliments will be captured within this ongoing review and necessary changes made.									

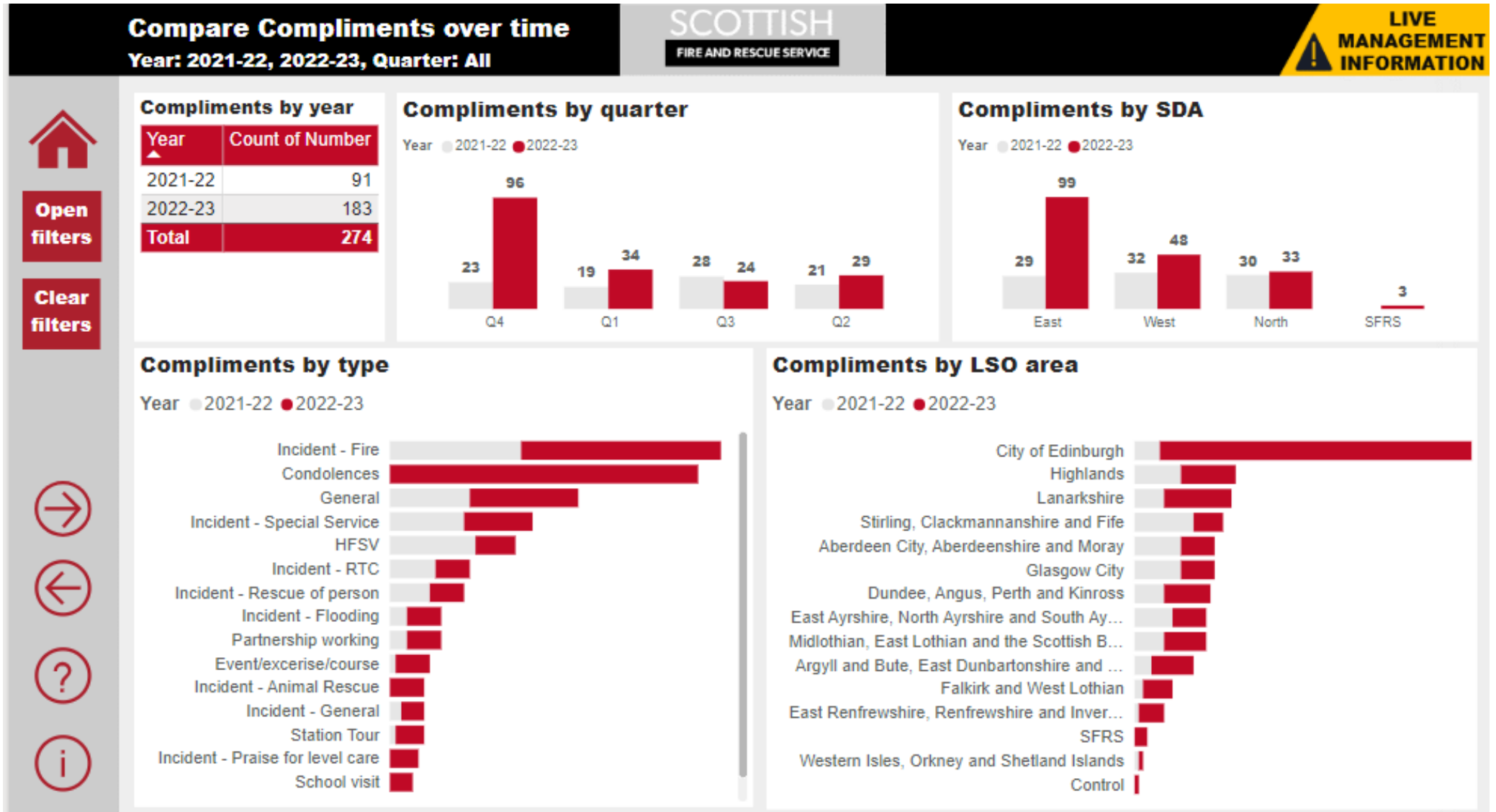
3.13.5	These changes are to support our organisation in evaluating our own performance, driving improvement and sharing good practice throughout the Service thus ensuring we provide excellent service to our customers through effective compliments recording procedures.
4	Recommendation
4.1	The Service Delivery Committee are asked to scrutiny the contents of this report and the methods of collating/analysing data and making improvements, based on the SFRS Compliments Handling Policy and Procedure.
5	Key Strategic Implications
5.1	Risk
5.1.1	Risk of not recognising views of the public and continually improving the service we provide to our communities.
5.2	Financial
5.2.1	There are no financial implications associated with this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental & sustainability implications associated with this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with this report.
5.5	Health & Safety
5.5.1	There are no health & safety implications associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no health & wellbeing implications associated with this report
5.7	Training
5.7.1	Not applicable for this report at this time
5.8	Timing
5.8.1	The Compliments Policy is already in place.
5.9	Performance
5.9.1	Information Governance will monitor performance by regularly reviewing statistics and provide these to the Information Governance Group on a quarterly basis. These statistics are provided in a Dashboard which is continually updated.
5.10	Communications & Engagement
5.10.1	Not applicable for this report at this time
5.11	Legal
5.11.1	Not applicable for this report at this time
5.12	Information Governance
5.12.1	A Data Protection Impact Assessment has been completed and a Privacy Notice has been produced by Information Governance, which is held on the website. This explains to members of the public everything in relation to what SFRS does with their personal data which includes compliments.

5.13	Equalities	
5.13.1	The current EIA is being reviewed and any alterations required will be taken into consideration.	
5.14	Service Delivery	
5.14.1	Not applicable for this report at this time	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	Assurances are met by ensuring scrutiny of our processes and controls at various levels within SFRS including Information Governance Group and Good Governance Committee.
8	Appendices/Further Reading	
8.1	Appendix A: Compliments 2022-23	
Prepared by:	Carol Wade, Information Governance Manager/Data Protection Officer	
Sponsored by:	Marysia Waters, Head of Communications and Engagement	
Presented by:	Carol Wade, Information Governance Manager/Data Protection Officer	
Links to Strategy and Corporate Values		
<p>The Compliments process supports Outcome 5 - We are a progressive organisation, use our resources responsibly and provide best value for money to the public. We will achieve this by:</p> <p>Improving the use of data and business intelligence to support decision making.</p> <p>Proactively engaging with and providing more accessible information on what we do for the public and our stakeholders.</p>		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Information Governance Group</i>	<i>15 September 2023</i>	<i>Approved</i>
<i>Good Governance Board</i>	<i>23 October 2023</i>	<i>Approved</i>
<i>Service Delivery Committee</i>	<i>28 November 2023</i>	<i>For Scrutiny</i>

Compliments 2022-23



Comparison of Compliments from 2021-22 and 2022-23



Examples of Compliments

Incident- Fire

- Many thanks to the fire tenders and crews that attended my neighbour garage fire. Very comforting to know the crews were there to extinguish a dangerous fire, motorcycles, full of fuel, tyres, paint, and general garage stuff. They made sure it did not spread to our semi-detached property and protected our neighbours as well. We appreciated them all and their prompt response.
- Tollcross Blue watch (I think) responded to our call. It was probably routine and relatively minor for them. They arrived really quickly, and we cannot thank them enough for their skills, care and professionalism, (we were a bit shell shocked at the time). It was an avoidable fire that was our fault, but they didn't make us feel any stupider than we already felt. Their expertise, and thoroughness were evident, and also the paramedic skills administered. The call handler was also brilliant, so please do pass on our thanks, and apologies for all my swearing at my husband she had to listen to. Thank you all very much, I think we've used up our council tax allowance now, huge lesson learned.

Incident – Rescue of Person

I felt compelled to send my heartfelt thanks from myself and husband who were taken out of our room at the hotels bathroom by the firemen with ladders. Your quick and utter professionalism saved our lives and more guests on that tragic night. As well as thanking you all we hope you are all ok after dealing with those that lost their lives. We can only imagine what that is like to deal with. Please extend our thanks to all involved there are no words to express our feelings.

Incident – Animal Rescue

Hi, I thought that I'd let you know how impressed I was with your crews from Lairg and Inverness at a large animal incident. I'm a recently retired wholetime firefighter from Avon Fire and Rescue Service who's been on numerous large animal rescues, and the attitude and professionalism from all your guys was exemplary. The Lairg crew were from the outset calm and professional in their approach in a very tricky and awkward situation (I don't think that the location could have been much worse!), and the heavy rescue guys from Inverness were great. I'd like to give a mention of the Inverness CM who was really empathetic towards the owners when the horse was unfortunately put down. It may "only have been a horse", but it was treated with care and dignity by all involved.

Condolences

Thank you for doing the job you do. I am shocked to hear of your fireman at Jenners in Edinburgh and it disgusts me when I read of people abusing the service eg Guy Fawkes Night - throwing missiles at the people on the ground. All the best and my condolences to the family of the man killed.

I am offering my sincere condolences to the Service and to Barry Martins family at this sad time. We, the public, owe so much to the dedicated firefighters who risk all for others.

OFFICIAL

School Visit

Just wanted to say a huge thank you for this morning! All the staff and children raved about their morning, so thanks so much again, it was great. I hope they weren't too much bother. You guys are welcome back anytime 🙌 Thanks again and best wishes!

HFSV

Hello, I would just like to thank your staff at Inverness Fire Station for paying a visit our home. The lads that came in were very informative and guided us to the best solution for fire safety at the house. I was embarrassed to report that we didn't have alarms in the house but after the advice that they gave we now have a full set of interlinked alarms. This probably wouldn't have happened had I not spoken to a member of your station at Tesco in Inverness, so thank you very much. Thank you very much for your time and advice.

STATION TOUR

Juniors Section had a wonderful visit to Port Glasgow Fire Station tonight. The boys met some great firefighters who took the time to show the boys around the station and explain what they do. We were shown the fire engines and the boys all got to go inside one. Thank you so much to all the firefighters for being so welcoming and patient in explaining everything - a number of the boys are now thinking of joining when they're older! What a great experience!



Report No: C/SDC/37-23

Agenda Item: 12.1

Report to:	SERVICE DELIVERY COMMITTEE						
Meeting Date:	28 NOVEMBER 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 <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 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 & 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 A 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 5.11.1	Legal 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:	Sarah O'Donnell, Director of Finance and Contractual Services
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 A – 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>28 November 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 (Pxl)
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, capacity 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

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, capacity and data access remain a concern and may affect delivery	SDC	GGB



Service Delivery Committee – 28 November 2023
Risk Spotlight Briefing Note
Comms Challenge relating to Adjustment to Service Delivery Resources
(linked to strategic risks 3, 4 and 7)

Submitted by:- Marysia Waters, Head of Communications and Engagement

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

- The withdrawal of any community service will always generate media and political interest. Depending on the scale of change and the perception of risk to the public, this scrutiny can be at a local, regional or national level. This will manifest in increased media, political and Freedom of Information requests which require significant input from the organisation to address.
- Criticism will most often take two forms – firstly in relation to the decision itself and secondly around the process that has been followed to make this decision.
- Further to this, legal requirements (both statutory and common law requirements) regarding engagement and consultation mean that stakeholders who are most impacted by changes should be consulted on any changes to the way in which services are delivered.
- Failure to follow this process can result in legal or political challenge which can ultimately mean the reversal of the decision until a process is concluded.
- Even where a process has been followed, or is not required, organisations can be forced to reverse decisions where there has been significant media, public or political opposition.
- However, even where a process has been followed and a final decision is implemented, criticism can still be high-profile, time consuming and resource intensive for an organisation to manage and can affect organisational reputation and relationships with stakeholders.

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

Community engagement with partners should be an integral part of any element of service redesign. SFRS is already committed to the National Standards for Community Engagement and the Public Involvement and Consultation team has developed a suite of tools to support the Service in embedding this practice at a local level.

A communications plan should also be developed in advance of any service changes to ensure key stakeholders are informed prior to wider public awareness.

The involvement of both the PIC team and the communications at an early stage of service change proposals are critical in mitigating the risk of decision-making being challenged due to a lack of process and engagement.

The operational changes made by the Service this year in response to the Resource Spending Review have also highlighted further considerations for future communications/engagement exercises (see attached paper for more detail).

- 1) There is a lack of public understanding as to how the SFRS operates - Any future communications or engagement activities should always outline how the Service operates to aid understanding.
- 2) Ensuring all data is prepared and available for publication – the level of detail asked for by scrutiny committees was far greater than had been anticipated or was contained with the formal Board papers. Preparing this in advance would have allowed SFRS to respond more quickly to the level of enquiry we received.

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- 3) Prepare a panel of spokespeople to attend meetings/undertake media interviews – ensures resilience and prevents critics personalising criticism.
- 4) Assumptions can be made that briefing the FBU will result in information entering the public domain and this should be considered in all communications planning.
- 5) Resourcing – the level of resource from LSO and their teams, communications staff and the DACOs/ACOs supporting the engagement sessions has been significant. Ring-fencing resource should be considered in future planning.
- 6) Engagement sessions work well but do not change opposition – although intensive, feedback has been extremely positive from meetings between SFRS and elected members. It does not however alter the public position MSPs take.
- 7) A clear process is required for the invitation of elected members on to stations.

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

The uncertainty regarding the Service's future financial position may mean further decisions have to be made without engagement and consultation.

Further Reading:

- Media and Political Engagement – Summary Report and Analysis
- Engagement Tracker

SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 13.1

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